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MONTANA PUBLIC LIBRARY TRUSTEE MANUAL

BY
PUBLIC LIBRARY TRUSTEE MANUAL COMMITTEE

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ACKNOWLEDGEMENTS

This manual is a revision of the *Montana Public Library Trustee Manual*, published by Montana State Library in 1982. It is a product of the Public Library Trustee Manual Committee with the assistance of Montana State Library Staff.

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Other Montana State Library Staff who contributed to the development and production of this publication are: Richard Miller, State Librarian; Sheila Cates, Coordinator of Library Development; and Diane Gunderson, Library Development.

Raelen Williard of Information Now in Helena was the writer for the project.

** NOTICE **

This handbook was prepared as an educational resource and should not be used as a substitute for legal advice.

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If this manual or portions of it are used by any libraries outside Montana, please contact the Library Development Division of the Montana State Library.

GREETING

As a public library trustee you are one of the most important citizens of your community. You are responsible for providing the means for adequate library service in your city or town. You hire the director of your library, perhaps the most important duty you have. You develop the policies which must be present for the effective functioning of the library and which will determine the direction your library will take. Finally, you represent the community to ensure that its needs are being met by your library.

This manual will provide you with the tools to be or to become a more effective public library trustee. For those already in that category, we hope that your critique of this manual will help us improve its contents. We hope this new trustee manual for Montana will be useful to you in your efforts to function as a knowledgeable trustee. Working together, we can all help to ensure improved public library services for all Montanans.

Lloyd Wallin, Chairman
Montana State Library Commission

Edna Berg, Chairperson
MLA Trustees and Friends Division

Richard T. Miller, Jr.
Montana State Librarian

Montana public libraries are working hard to bring timely information and services to their communities. They are caught between increasing demands for service; rising costs of books, materials, and access to information; and declining revenues. Your public library board has the challenging job of ensuring that the library is run efficiently and effectively to meet the information needs of the community.

Your community has expressed faith in your ability and integrity to be a responsible board member. This means they expect you to do more than just attend meetings. As a trustee, you are responsible for understanding the laws that govern public agencies and the board's bylaws and policies. You represent the community and bring this perspective to board meetings and, in turn, promote the library to the community.

The *Montana Public Library Trustee Manual* was written to provide you, your librarian and library staff, and other interested individuals with a general introduction to and overview of the duties, powers, and roles of library trustees. The manual can help you be or become a more effective public library trustee; assist in orienting new trustees to their job and carrying out their responsibilities; and introduce the job of the trustee to prospective trustees, interested citizens, or officials.

The manual's objectives are:

1) To heighten awareness of trustees' duties and responsibilities;

2) To encourage trustees to become better informed;

3) To provide an up-to-date information source on Montana laws concerning public libraries and trustees; and

4) To supply information for orientation of new trustees and an introduction to those interested in the job of the trustee.

The manual's sections are brief and provide references to more detailed data in the appendixes or other sources of information or resources. A bibliography is included for further reading and education. The loose-leaf format will allow easy updating and replacement of a single page or a section. You may want to add other related materials, such as bylaws, library plans and policies, budgets, minutes, or reports to create a more comprehensive reference. When a trustee retires, this manual can be passed on to the new trustee.

It is recommended that you use this manual as a starting place to learn about and understand the roles of the trustee and the library board. However, it is not a substitute for working closely with your community, professional library organizations, other libraries, and the Montana State Library to better understand how to meet your community's needs for information services.

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SECTION I

WHAT IS THE PUBLIC LIBRARY?

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WHAT IS THE PUBLIC LIBRARY?

PUBLIC LIBRARY ROLES

The public library is dedicated to meeting the information needs of the entire community. Today's libraries maintain varied collections of books, serials, and other information and can also access information locally, statewide, regionally, and nationally by using cooperative library networks to locate and borrow books and materials from other libraries. They can use or access computer databases, online computer reference services, networks, and electronic bulletin boards to assist in providing reference services and research materials.

In addition to fiction and nonfiction books for children and adults, the library's collection may include: films, video tapes, cassettes, compact discs, maps, books in a variety of languages, government documents, rare books and manuscripts, audiovisual equipment to use materials, local organization publications, local historical records, toys, newspapers, or artwork. In developing resources, the library considers which items are most responsive to the community's needs. (See also Section VI, Planning and Evaluation.)

CONSTITUTIONAL PROTECTION

The freedom to read is guaranteed by the first amendment of the *Constitution of the United States* and Article II, section 7 of the *Constitution of Montana*. The following two constitutional provisions serve as the cornerstone of the Intellectual Freedom and Freedom to Read Statement listed below.

CONSTITUTION OF THE UNITED STATES, AMENDMENT I
Religious establishment prohibited. Freedom of speech, of the press, and right to petition

Congress shall make no law respecting an establishment of religion or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.

CONSTITUTION OF MONTANA, ARTICLE II, SECTION 7
Freedom of speech, expression, and press.

No law shall be passed impairing the freedom of speech or expression. Every person shall be free to speak or publish whatever he will on any subject, being responsible for all abuse of that liberty. In all suits and prosecutions for libel or slander the truth thereof may be given in evidence; and the jury, under the direction of the court, shall determine the law and the facts.

An ongoing role of the library has been to preserve and maintain the intellectual expressions of men and women. The library's mission statement generally states the purpose of the library and should endorse the concepts of freedom of information and equal access to all members of the community. Library policies, such as those related to collection development and intellectual freedom, are adopted by the board. These policies not only support the library mission statement but also ensure access to the widest possible variety of resources.

INTELLECTUAL FREEDOM

Intellectual freedom is the right of any person to free expression and free access to ideas and is a vital part of the establishment and provision of public library service. Trustees can support the concept of intellectual freedom by adopting collection development policies that incorporate the basic principles set forth in the following Library Bill of Rights and Freedom to Read Statement. The collection development policy should clearly state that the basic goal of the library is to freely offer access to their collections and services to all members of the community. The intent of the library is to circulate all legally protected materials which patrons require or desire, even though some officials or private persons may not approve of them. In setting policy, trustees must recognize that communities are made up of people of varied backgrounds, interests, religions, ethnic groups, and educational levels. A list of resources related to intellectual freedom is included as Appendix A.

Additionally, the privacy of library users should be protected by adopting a policy related to confidentiality of library records as recommended by the American Library Association. Montana law guarantees confidentiality of library records in the Montana Library Records Confidentiality Act except in certain instances defined in the law (MCA 22-1-1101 et seq.). Further information on confidentiality is included as Appendix B.

LIBRARY BILL OF RIGHTS

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background or views of those contributing to their creation.

2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

5. A person's right to use a library should not be denied or abridged because of origin, age, background or views.

6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 18, 1948
Amended February 2, 1961; June 27, 1967; and
January 23, 1980 by the ALA Council

FREEDOM TO READ STATEMENT

The freedom to read is guaranteed by the Constitution. Those with faith in free men will stand firm on these constitutional guarantees of essential right and will exercise the responsibilities that accompany these rights.

We therefore affirm these propositions:

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those which are unorthodox or unpopular with the majority.

   Creative thought is by definition new, and what is new is different. The bearer of every new thought is a rebel until his idea is refined and tested. Totalitarian systems attempt to maintain themselves in power by the ruthless suppression of any concept which challenges the established orthodoxy. The power of a democratic system to adapt to change is vastly strengthened by the freedom of its citizens to choose widely from among conflicting opinions offered freely to them. To stifle every non-conformist idea at birth would mark the end of the democratic process. Furthermore, only through the constant activity of weighing and selecting can the democratic mind attain the strength demanded by times like these. We need to know not only what we believe but why we believe it.

2. Publishers, librarians, and booksellers do not need to endorse every idea or presentation contained in the books they make available. It would conflict with the public interest for them to establish their own political, moral, or aesthetic views as a standard for determining what books would be published or circulated.

   Publishers and librarians serve the educational process by helping to make available knowledge and ideas required for the growth of the mind and the increase of learning. They do not foster education by imposing as mentors the patterns of their own thought. The people should have the freedom to read and consider a broader range of ideas than those that may be held by any

single librarian or publisher or government or church. It is wrong that what one man can read should be confined to what another thinks proper.

3. It is contrary to the public interest for publishers or librarians to determine the acceptability of a book on the basis of the personal history or political affiliations of the author.

   A book should be judged as a book. No art or literature can flourish if it is to be measured by the political views or private lives of its creators. No society of free men can flourish which draws up lists of writers to whom it will not listen, whatever they may have to say.

4. There is no place in our society for efforts to coerce the taste of others, to confine the adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.

   To some, much of modern literature is shocking. But is not much of life itself shocking? We cut off literature at the source if we prevent writers from dealing with the stuff of life. Parents and teachers have a responsibility to prepare the young to meet the diversity of experiences in life to which they will be exposed, as they have a responsibility to help them learn to think critically for themselves. These are affirmative responsibilities, not to be discharged simply by preventing them from reading works for which they are not yet prepared. In these matters taste differs, and taste cannot be legislated; nor can machinery be devised which will suit the demands of one group without limiting the freedom of others.

5. It is not in the public interest to force a reader to accept with any book the prejudgement of a label characterizing the book or author as subversive or dangerous.

   The idea of labeling presupposed the existence of individuals or groups with wisdom to determine by authority what is good or bad for the citizen. It presupposes that each individual must be directed in making up his own mind about the ideas he examines. But Americans do not need others to do their thinking for them.

6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.

   It is inevitable in the give and take of the democratic process that the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society each individual is free to determine for himself what he wishes to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to take the law into its own hands, and

to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive.

7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, bookmen can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.

The freedom to read is of little consequence when expended on the trivial; it is frustrated when the reader cannot obtain matter fit for his purpose. What is needed is not only the absence of restraint, but the positive provision of opportunity for the people to read the best that has been thought and said. Books are the major channel by which the intellectual inheritance is handed down, and the principal means of its testing and growth. The defense of their freedom and integrity, and the enlargement of their service to society, requires of all bookmen the utmost of their faculties, and deserves of all citizens the fullest of their support.

We state these propositions neither lightly nor as easy generalizations. We here stake out a lofty claim for the value of books. We do so because we believe that they are good, possessed of enormous variety and usefulness, worthy of cherishing and keeping free. We realize that the application of these propositions may mean the dissemination of ideas and manners of expression that are repugnant to many persons. We do not state these propositions in the comfortable belief that what people read is unimportant. We believe rather that what people read is deeply important; that ideas can be dangerous; but that the suppression of ideas is fatal to a democratic society. Freedom itself is a dangerous way of life, but it is ours.

This statement was originally issued in May 1953 by the Westchester Conference of the American Library Association and the American Book Publishers Council, which in 1970 consolidated with the American Educational Publishers Institute to become the Association of American Publishers.

Adopted June 25, 1953. Revised January 28, 1972, by the ALA Council.

ESTABLISHING PUBLIC LIBRARY SERVICES

The *Constitution of Montana*, Article X, Education and Public Lands, 1(1), directs the Legislature to "provide a basic system of free quality public elementary and secondary schools" and "other such educational institutions, public libraries, and educational programs as it deems desirable."

Public libraries in Montana are the responsibility of local governments. As organizational entities, they fall into the following categories: county, city, or city-county libraries. The *Montana Codes Annotated* (MCA 22-1-301 et seq., MCA 7-3-4252 et seq., MCA 7-11-1101 et seq., and MCA 22-1-315) sets the standards for creation of public libraries, establishment of their boards of directors, and contracting for library services. Montana law permits the creation of a public library or providing for library services in any of the following ways:

a. The governing body of any county or city desiring to establish and maintain a public library may pass a resolution to the effect that a free public library is established under the provision of Montana laws relating to public libraries.

b. By petition signed by not less than 10% of the resident taxpayers, whose names appear upon the last completed assessment roll of the city or county, being filed with the governing body requesting the establishment of a public library. The governing body of a city or county shall set the time of meeting at which they may by resolution establish a public library.

c. Upon a petition being filed with the governing body and signed by not less than 5% of the resident taxpayers of any city or county requesting an election, the governing body shall submit to a vote of the qualified electors, thereof at the next general election the question of whether a free public library shall be established.

d. A county and any city or cities within the county, by action of their respective governing bodies, may join in establishing and maintaining a joint city-county library under the terms of a contract agreed upon by all parties.

e. Cities that have charter governments are governed by city councils which determine the powers and duties to be performed by each department of the city (MCA 7-3-4252 et seq.). City councils have the power to select library trustees.

f. Municipalities and counties may form multijurisdictional service districts to provide a higher level of service than is currently available or services that are not available through the governments (MCA 7-11-1101 et seq.). A multijurisdictional service district is established by an interlocal agreement among participating jurisdictions.

g. Instead of establishing a separate county library, the board of county commissioners may enter into a contract with the board of library trustees or other authority in charge of the public library of any incorporated city (MCA 22-1-315). That contract authorizes the public library to assume the functions of the county library. Funding for these services comes from the county library fund and must be agreed upon by both parties. The services may be terminated by either party by giving six months' notice of intention to do so.

IMPROVING PUBLIC LIBRARY SERVICES

Public libraries in Montana are organized by region into federations. Federations developed out of the need of all Montana residents to have access to a public library and, through it, to the library resources of their area, the state, and the nation. A federation is a group of public libraries working together to provide a broader range of resources and services than individual libraries can offer alone.

The board of the headquarters library serves as the governing board of the federation. The federation advisory board consists of a trustee representative from each participating unit. The librarian of the federation headquarters library serves as a non-voting member of the advisory board and as the federation coordinator. The operation of the federation is specified in a contract approved by all federation members. Each local library board retains control over local aspects of its library's services.

Services offered by the federations may differ from one federation to another. They may include, but not be limited to: interlibrary loan, reciprocal borrowing privileges, newsletters, continuing education and training, consulting visits, or reference services. Federation advisory boards assist in the development of the plans of service which may also include a broad range of resource sharing activities. Of course, only those services that have sufficient funding will be implemented.

The six federations and their headquarters libraries are:

Broad Valleys Federation	-	Lewis Clark Public Library, Helena
Golden Plains Federation	-	Glasgow City County Library
Pathfinder Federation	-	Great Falls Public Library
Sagebrush Federation	-	Miles City Public Library
South Central Federation	-	Parmly Billings Library, Billings
Tamarack Federation	-	Missoula Public Library

A map of the federations and a list of all libraries in each federation are included as Appendix C.

MULTIJURISDICTIONAL SERVICE DISTRICTS

Municipalities and counties may form multijurisdictional service districts (MCA 7-11-1101 et seq.) to provide a higher level of library service than is currently available or library services that are not available through the governments. A multijurisdictional service district may provide only those services that are authorized to be provided by local governments. As far as practical, the boundaries of the service district should follow precinct, school district, municipal, and county lines. The boundary description must be mapped and clearly described.

A multijurisdictional service district is established by an interlocal agreement among the participating jurisdictions. State law specifies the contents of interlocal agreements (MCA 7-11-105). Upon completion, the interlocal contract must be filed with: 1) the county clerk and recorder of the county or counties where the participating agencies are situated, and 2) the secretary of state.

To provide funding, local governments are authorized to levy property taxes not to exceed that amount authorized for the district in MCA 7-11-1106 or to appropriate funds derived from other sources than general tax revenues.

COOPERATION AND MERGER

Library boards of trustees, boards of other educational institutions, library agencies, and local political subdivisions may cooperate, merge, or combine in providing library service. (MCA 22-1-312) One example of this is that in some communities, school and public libraries have combined to offer the community services from a single location.

SECTION II

WHAT IS A TRUSTEE?

MONTANA
PUBLIC LIBRARY
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WHAT IS A TRUSTEE?

TRUSTEE RESPONSIBILITIES

A trustee is a citizen who is "trusted" by the public to look after the public interest and who is accountable to the public. The existence of library trustees and boards ensures the interchange of ideas among the community, local government, and library staff.

Trustees do not manage the day-to-day operations of the library but are responsible for seeing that the library is well-managed in accordance with the law and with the policies their board has established. Trustees see that the public library offers comprehensive and efficient service to the community that supports it, by fulfilling the following responsibilities:

- Understand and fulfill legal responsibilities.
- Assess the community's needs for library services.
- Agree on the library's role in satisfying the community's needs.
- Define the details of the role by developing policies for the library.
- Develop goals and objectives to fulfill library policies.
- Appoint a librarian, set the librarian's salary, and clearly identify the responsibilities of the librarian and the board. (MCA 22-1-310)
- Develop personnel policies and staff the library accordingly.
- Secure adequate funds from the appropriate agencies and from new sources to fulfill the library's goals.
- Commit the board to learning and ongoing education.
- Develop bylaws for the board to ensure the efficient and fair handling of board business.
- Develop a plan to market the library through a program that includes publicity and public relations campaigns.
- Cooperate with other community agencies, organizations, and libraries to meet the library's goal of providing services to the community.
- Achieve goals by becoming active in the political process.

ETHICAL CONSIDERATIONS

The *Constitution of Montana*, Article XIII, Section 4 directs the legislature to provide a code of ethics prohibiting conflict between public duty and private interest for members of the legislature and local officers and employees. To fulfill this constitutional mandate, the laws of Montana (MCA 22-2-101--22-2-105) set forth a code of ethics prohibiting conflict between public duty and private interest. The rules of conduct outlined in the law prohibit trustees from disclosing or using confidential information acquired in the course of official duties for personal gain or economic benefit or accepting gifts for substantial economic benefit.

ETHICS STATEMENT FOR PUBLIC LIBRARY TRUSTEES

The following ethics statement was approved by the Public Library Association Board of Directors and the American Library Trustees Association Board of Directors on July 8, 1985.

Trustees must promote a high level of library service while observing ethical standards.

Trustees must avoid situations in which personal interests might be served or financial benefits gained at the expense of library users, colleagues or the institution.

It is incumbent on any trustee to disqualify himself or herself immediately whenever the appearance of a conflict of interest exists.

Trustees must distinguish clearly in their actions and statements between their personal philosophy and attitudes and those of the institution, acknowledging the formal position of the board even if they personally disagree.

A trustee must respect the confidential nature of library business while being aware of and in compliance with applicable laws governing freedom of information.

Trustees must be prepared to support to the fullest the efforts of librarians in resisting censorship of library materials by groups or individuals.

Trustees who accept membership on a library board are expected to perform all of the functions of library trustees.

WHAT DOES A TRUSTEE DO?

The job of a trustee is:

TO KNOW: 1) the type and organization of the library board; 2) a trustee's duties and responsibilities; 3) the library services and resources available; 4) information needs and interests of the community; 5) how to work effectively in a group; 6) the state library and the services it provides; 7) national library trends, standards, and developments; and 8) library terminology - refer to the Glossary.

TO ATTEND: 1) every board and assigned committee meeting; 2) the Montana Library Association annual meeting and other professional meetings whenever possible; and 3) other local meetings and workshops.

TO PLAN: 1) policies of the library; 2) for future growth and priorities of the library; 3) active community awareness programs; and 4) orientation for new board members.

TO SUPPORT: 1) librarian and library; 2) the local governing body; 3) the community and citizens; and 4) local, state, and federal legislation related to libraries.

TO ACT: 1) to articulate the library's needs; 2) to seek funding; 3) to promote the library; 4) to develop good personal relations with local, state, and federal government representatives; and 5) to make the trustees, the board, and the library visible in the community.

TO REMEMBER: 1) the library board acts only as a whole; 2) the library board must authorize an individual to act on behalf of the library; and 3) the board does not run the day-to-day operations of the library.

JOB DESCRIPTIONS FOR TRUSTEES

Even though a library trustee is a volunteer position, becoming a trustee is like taking on a new job. It requires the same hard work and willingness to learn as a paid position does. Potential board members may want to review the basic aspects of the job before they agree to do it. A written job description may help them to understand the roles and responsibilities of a trustee.

A job description may include:

- a brief description of the duties and responsibilities;
- a brief description of the time involved in fulfilling those duties and in participating in training, continuing education, and state and national activities;

- a note explaining that trustees are prohibited by law from receiving compensation for their work and an additional note that explains what expenses are normally paid;
- a brief listing of desirable characteristics and experiences which could enhance the trustee position; and
- the name of a contact person on the board who can answer questions of potential board appointees.

See Appendix D for a sample job description for a public library trustee.

THE TRUSTEE AND THE LAW

Complying With the Law

Libraries are expected to comply with local, state, and federal laws. These include complying with local zoning and parking restrictions; following provisions in building, electrical, plumbing, and life safety codes; complying with any relevant occupational safety and health requirements; and obeying laws related to creating and funding public libraries, employment, open meetings, confidentiality, accessible programs and facilities, and human rights, to name a few.

The following is a selected list of state laws which trustees should be familiar with:

- City Councils, MCA 7-3-4252--7-3-4254
- Code of Ethics, Constitution of Montana, Article XIII, Section 4; and MCA 2-2-101--2-2-105
- Information Access Montana, MCA 22-1-325
- Municipal Budget Law, MCA 7-6-4201--7-6-4259
- Montana Library Records Confidentiality Act, MCA 22-1-1101--22-1-1111
- Multijurisdictional Service Districts, MCA 7-11-1101 et seq.
- Public Library Laws, MCA 22-1-301--22-1-331
- Public Meetings, MCA 2-3-202--2-3-203
- Public Welfare, MCA 7-3-4463

For copies of these laws refer to the publication, *Montana Library Laws*, published by Montana State Library and distributed to Montana public libraries. Copies of the *Montana Code Annotated* (*MCA*) are available at college and university libraries as well as many larger public libraries. A copy of the *Constitution of Montana* is printed in Volume 1 of the *MCA*. The *MCA* is available for sale in hard copy, fiche, and CD Rom. For more information, contact the Montana Legislative Council in Helena at 444-3064.

Legal Liability

Trustees hold a public trust for the citizens and taxpayers of the community they serve. The legal power of the library board derives from the board's actions as a body. The board's decisions are subject to public scrutiny and to challenge in court.

Trustees should adopt standards of prudent action which are well-informed and reflect sound judgment. Even though there might be potential liability for actions taken as a board, there is no personal liability for trustees, with the exception of criminal conduct.

There are several major areas where liability may be incurred:

- Acts in excess of authority. (For example: censorship, dress codes for employees, etc.)
- Failure to act when action should have been taken. (For example: failure to get needed copyright clearances or failure to meet contractual obligations.)
- Negligence. (For example: unsafe buildings and grounds, failure to supervise funds, loss due to depositing funds over the maximum amount insured, etc.)
- Intentional misconduct. (For example: libel, assault, improper discharging of an employee, theft, etc.)
- Acts in violation of the law. (For example: improper reimbursement to trustees and employees, authorizing payment of improper expenses, purchasing certain property without obtaining bids, failing to follow proper rules for hiring, acting on an issue when there is conflict of interest, etc.)

GUIDELINES FOR PRESERVING THE PUBLIC TRUST

There are several sound actions that trustees can take individually and collectively to ensure the preservation of the public trust placed in the board.

- Encourage all trustees to attend, perform and take part in board activities.
- Abide by the time limits of the terms of office for trustees and advise the appointing authority when those terms are up.
- Keep all library board meetings open to the public as required by Montana's Open Meeting Law (MCA 2-3-202--2-3-203) and make sure advance notice of board meetings is given to the public.
- Unless local government audits the library, require a CPA audit once a year or once every two years. An accountant who has dealt in municipal affairs should be used.

- Formally adopt written rules and policies. Keep them up to date and publicize them.

- Vote for proposed actions only when there is sufficient information. If a trustee abstains, be sure the minutes show the reason.

- Be sure that accurate minutes of each meeting are maintained and that votes are properly recorded. Take attendance at each meeting.

- Seek outside assistance on technical matters. Obtain the assistance of the city or county attorney or retain the services of a qualified attorney for legal matters. Ask the attorney to read the agenda, minutes, policies and resolutions passed by the board on a regular basis.

- Publicize trustee actions. Publish minutes, reports, and financial statements in local newspapers or library newsletters to inform the public. Consider placing copies of the minutes in the public library.

- Trustees should not profit from their appointment to the board. Avoid conflicts of interest, such as a trustee acting as the board's attorney, investment advisor, banker, insurance consultant, accountant, or a purveyor of goods and services which the library buys.

SECTION III

THE BOARD AND ITS ROLES

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THE BOARD AND ITS ROLES

BOARD RESPONSIBILITIES

The library board is made up of trustees and collectively makes decisions regarding the library during board meetings. Individual board members have no legal authority over the library and cannot direct staff or make policy decisions. The board only has authority to make a group decision in a legally-held board meeting that has a quorum and complies with all other aspects of the law.

By law, boards are responsible for: 1) adopting bylaws, rules, and regulations; 2) hiring and evaluating the library director, including the removal of the director; 3) submitting an annual budget to the appropriate governing body; 4) leasing, purchasing, or constructing a library building or acquiring other property as needed for a building; and 5) all other acts necessary for efficient management of the library.

Library boards in Montana have decision-making authority. Decision-making boards have the ability to bind the board in policy decisions, make financial decisions, enter into contractual agreements, and employ a library director. The library board should not abrogate policy-making responsibility to any other groups.

The following chart distinguishes between the duties and responsibilities of the library director and the decision-making board of trustees.

DUTIES AND RESPONSIBILITIES OF THE LIBRARY AND ITS BOARD

Library Director

1. Act as technical advisor to board, suggest needed policies for board consideration; employ personnel and supervise their work.
2. Carry out policies of library as adopted.
3. Suggest and carry out plans for extending library's services.
4. Prepare regular reports with library's current progress and future needs; cooperate with board.
5. Maintain active public relations program.
6. Prepare annual budget in consultation with board and give current expenditure report against budget at each meeting.
7. Know library related laws, actively support library legislation.
8. Select and order all library materials.
9. Attend all board meetings; serve as secretary of the board.
10. Affiliate with professional organizations and attend professional meetings and workshops.
11. Make use of services and consultants of State Library.
12. Report regularly to board, to local government officials, and to general public.
13. File required annual Statistical Report with the State Library.

Decision-Making Board

1. Employ competent and qualified director.
2. Determine and adopt written policies governing operation and program of library.
3. Determine purposes of library and secure adequate funds to carry on library's program.
4. Know needs of library in relation to community; keep abreast of library trends and developments; plan and carry out library program.
5. Establish, support and participate in planned public relations and marketing program.
6. Assist in preparation of annual budget.
7. Know library related laws; actively support library legislation.
8. Establish among library policies one dealing with collection development.
9. Attend all board meetings and see that accurate records are kept on file at the library.
10. Affiliate with professional organizations and attend professional meetings and workshops.
11. Make use of services and consultants of State Library.
12. Report regularly to governing officials and to the general public.
13. Review the annual Statistical Report that is required by the State Library

(Adapted from the *Florida Public Library Board Manual*, 1988 by Elizabeth A. Curry and Susan Sellers Whittle, State Library of Florida.)

GUIDELINES FOR EFFECTIVE BOARD MEETINGS

The most important work of the board is carried out at the Board meetings. Trustees have an obligation to understand state and federal laws that relate to all board meetings including the provisions of the Montana Open Meeting Law (MCA 2-3-202--2-3-203), which requires meetings to be open to the public, and federal laws which require public meetings to be held in accessible locations.

To optimize the time and the energy of board members, the board chair and the librarian should carefully plan the agenda topics and then see that members follow the agenda, leaving adequate time for consideration of the most important topics. The following are guidelines for having more effective board meetings:

Before Meetings--The librarian and board chair should:

* PLAN the meeting carefully: when, where, what, why, and who.
* PREPARE a preliminary agenda well in advance;
* MAIL/DISTRIBUTE the preliminary agenda, related reports, statistics, etc., in advance of the meeting;
* PREPARE a final agenda;
* PUBLISH or POST public notice of the meeting giving the agenda, date, time and place.

Beginning Meetings-- The board chair should:

* START on time with roll call;
* INTRODUCE visitors and/or new board members;
* CALL FOR THE APPROVAL of the previous meeting's minutes;
* REVIEW the agenda, revising the order if necessary;
* ESTABLISH time limits.

During Meetings--The board and librarian should:

* FOCUS on issues at hand;
* FOLLOW the agenda and procedures stated in the bylaws;
* ESTABLISH action items: who, what, and when.

Ending Meetings--The board chair should:

* REVIEW and SUMMARIZE the meeting's progress, decisions and assignments for the minutes;
* ANNOUNCE next meeting and develop preliminary agenda;
* ADJOURN meeting officially.

HIRING A LIBRARY DIRECTOR

The board has the responsibility of employing the best candidate to direct the library. Before employing a librarian, the board should learn about federal and state laws concerning equal opportunity and affirmative action. For more information about developing a job description, recruiting, interviewing, and hiring, see Appendix E, *Information About Hiring a New Library Director*, developed by Montana State Library or Appendix G, *Hiring, Firing, and/or Evaluating a Library Director.*

The board should determine what qualifications they feel are important for the librarian's position. The Montana State Library has established the Montana Public Librarian Voluntary Certification Program to recognize librarians and library staff who continue to participate in continuing education offerings and improve their skills. For more information, contact the Public Librarian Voluntary Certification Program at State Library at 444-5349.

In an employment interview, interviewers should ask questions related to the job description and how the applicant will perform the job. Interviewers should not ask the applicant's age or birth date; church; father's surname or mother's maiden name; marital status; what foreign language they speak (unless it is a job requirement); how many children they have, their ages, or who will care for the children while applicant is working; financial information; or whether they served in the military of any foreign country. Interviewers should not write anything on the application form except, if so desired, information as to: a) Date to begin work, department, salary; and/or b) Job-related reason for rejection, such as inability to do work, inability to work required hours, not legally permitted to work in U.S., no working papers or work permits, and/or obviously under the influence of intoxicants or drugs at the time of the interview.

An interviewer may ask why the applicant left their former place of employment and what kind of references applicant would receive from former employers; what kind of job duties applicant is interested in; and what hours or days the applicant is available to work or unavailable. Allow the applicant to ask questions and mention or discuss what he/she feels is relevant to the job they're applying for. Questions on the interview and hiring process should be referred to the local personnel director.

EVALUATING THE LIBRARY DIRECTOR

Regular evaluations of the library director by the board provide the director with a clear understanding of the Board's expectations and ensure that the Director is aware of how well the expectations are being met. The evaluation process is a formal means of communication between the board and the Director.

While informal evaluations may occur at intervals, a written evaluation is an essential management practice. The evaluation should be a positive process that includes praise and constructive guidance. It can be based on job description, how well objectives are met, and/or personal traits such as cooperation, dependability, communication, motivation, decision-making ability, etc. Appendix G, *Hiring, Firing, and/or Evaluating a Library Director*, contains criteria to assist in an annual performance evaluation.

SECTION IV

BUDGETING, FUNDING, AND FINANCIAL MANAGEMENT

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SECTION IV

BUDGETING, FUNDING, AND FINANCIAL MANAGEMENT

BUDGETING

The board is responsible for: 1) developing a budget that funds services to fulfill the library's goals and objectives and 2) ensuring adequate funding for all operations of the library. Budgeting is an important part of the library's planning process and one of the most important board functions. The resulting budget is the single document that affects every service the library offers to the community.

The budgeting process begins by defining the library's goals for the upcoming year and considers the library's long-range plan. Next, the board is responsible for obtaining information about the potential costs of providing services. The information gathering phase considers rising costs and arrives at cost estimates for achieving the library's goals. Then, estimates are made of potential income from sources such as taxes, gifts, fines, fees, grants, and any other possible source of income. Next costs and income are compared to see if all the goals can be met. If income exceeds or equals costs, the budgeting process continues. If not enough money is available, the library board and staff must either reevaluate their goals and objectives that require funding or search for other sources of funding. Goals that cannot be fully funded in the present year, may be reviewed for funding in subsequent years.

The board and the librarian work on the budget together but, ultimately, the board is responsible for approving it. The adopted budget should be forwarded to the appropriate funding body within the time frame and through whatever communication channels they have agreed upon. The board should be a vital part of the budget presentation to the funding body.

As in any planning activity, it is important to establish a planning schedule. A comprehensive, balanced budget cannot be compiled overnight. Allow adequate time for planning, gathering information, reviewing goals, and producing a finished product that will adequately allow the library to meet the community's needs for library services. The Sample Board Budget Planning Calendar found in Appendix F is an example of year-round budget planning activities based on a July 1 to June 30 Fiscal Year.

FINANCIAL MANAGEMENT

Library boards have control over the library's expenditures. The board should be aware of all purchases and monitor the budget monthly throughout the year. The library director should provide the board with a monthly statement that shows, at a minimum,: 1) income by the month; 2) total income for the year; 3) cash on hand; 4) the expenditures for the month by budget category; 5) cumulative expenditures for the year by budget expenditure; 6) a list of library accounts, including checking and savings accounts, certificates of deposit, etc.. A sample financial statement and an expenditure record form are included in Appendix H.

Financial statements should include monthly and yearly income, monthly and yearly expenditures, and cash on hand. When reviewing the reports, look for yearly patterns of expenditures, such as high power bills in the winter, fees to do building repairs or maintain the grounds in the summer, special program fees such as those associated with summer reading programs, or purchases of supplies and materials that occur once or twice a year.

SOURCES OF PUBLIC LIBRARY FUNDING

The board is responsible for ensuring that there are adequate funds for all operations of the library. This vital function requires that board members:

- understand library funding laws,
- have a knowledge of other funding sources,
- develop a working relationship with the appropriate governing body,
- be willing to lobby for the library to prospective funding sources,
- communicate with other libraries to see how they meet their funding needs, and
- explore community resources.

In these tight economic times, the board's task of ensuring funding may require utilizing creative and innovative methods to solve the budget problems associated with rising costs and limited resources.

Local Sources

The major source of public library funding in Montana comes from local property taxes which are paid by the residents of the city or county. State law allows the governing body of a city or county which has established a public library to levy a special tax in the amount necessary to maintain adequate public library service, not to exceed five mills on the dollar upon all property in the county or not to exceed seven mills on the dollar upon all property in the city. Funding for city or county libraries comes from either the specific mill levy for libraries or from an appropriation from general funds. Libraries that receive funds from mill levies will also be eligible to receive prorated money from other sources besides property taxes. Emergency mill levies can also be used as a source of funding for special needs. Explore these options with the budget officer for the library's funding body.

Support for libraries differs considerably among cities and counties because taxable valuation and the amount levied varies from place to place. Initiative 105 (I-105), passed by Montana voters in 1986, significantly compounded funding problems for libraries by freezing the level of local property taxes from which public libraries receive most of their funding.

The governing body of any city, county or a combination of city and county may establish a library depreciation reserve fund for the acquisition of property, capital improvements, and equipment necessary for library services. Funds allocated to the library but not spent at the end of the fiscal year can be applied to the library depreciation reserve fund.

State Sources

State aid to public libraries is provided through the Information Access Montana Act (MCA 22-1-325 et seq.), passed by the Montana Legislature in 1989. The purposes of state aid are to: broaden access to existing information by strengthening public libraries; augment and extend services provided by public libraries; and permit new types of library services based on local need.

Grants under this program are distributed to public libraries on a per capita and per square mile basis. Funds are available for interlibrary loan program reimbursements for participation in the interlibrary loan program and cooperative activities and services of the six library federations in the state. Currently, the statewide library card is not funded.

Federal Sources

Federal funds are provided to the State Library through the Library Services and Construction Act (LSCA). In the past, grants have been awarded to libraries for a variety of building, construction, and library projects. Further information on LSCA funds is available from the Library Development Division of Montana State Library.

Other Sources of Funding

Grants from foundations, corporations, endowments, or government agencies are potential sources of funding. Examples are the National Endowment for the Humanities, the Montana Committee for the Humanities, and the Montana Arts Council, Cultural and Aesthetic Grants Program. Some Montana businesses have their own Foundations that fund specific community projects. They include: Lee Newspapers, Montana Power, Walmart, Shopko, K-Mart, Pizza Hut, McDonalds, etc.

Friends of the Library groups often take on fund-raising projects, especially for a special need. In addition, the library may want to form partnerships for special projects or fund-raising activities with service groups such as Kiwanis, Rotary, American Association of University Women, or the League of Women Voters.

Several libraries in state have established non-profit public library foundations to receive gifts for their libraries. The library may also want to encourage endowments from individuals or memorials in the form of gifts to the library. Direct solicitation of funds from local businesses, organizations, or individuals is also another source of funds.

SECTION V

POLICY MAKING

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THE TRUSTEE AS POLICY MAKER

One of the most important functions of the library board is to determine library policies. Library policies should be based on community needs, the library mission statement, and established goals rather than as a reaction to specific problems that arise. Library boards should follow established policies but should be aware that new needs may supersede previous ones as communities experience economic development changes, population growth or decline, expansion, etc. The library board should conduct ongoing community analysis studies and be flexible enough to revise or change policies as needed.

Policies differ from procedures in that policies are broad courses of action and are philosophical while procedures are specific and technical. Policy statements extend the governance of the library into such areas as personnel, collection management, operations, program development, and intellectual freedom. These policies address all aspects of the library's operation - the what, when, where, and how, frequently the who, and sometimes the why. The development of library policy is done in consultation with the librarian and staff, but the final determination of library policy and its adoption are the responsibility of the library board. Local circumstances may dictate the development of additional policies.

Policies should be clearly written, compiled, organized, and made available to the staff and the public. They might be kept at the circulation or reference desk. Policies will evolve and change over time, so they should be reviewed at regular intervals and revised as community needs or budgets change. An annual review of all policies will ensure that they are accurate and up-to-date. A Sample Table of Contents of a Policy Manual is included as Appendix J.

Every board should develop written policies that include, but may not be limited to:

1. General library objectives.

2. Hours open; hours of staff duty; holidays.

3. Vacation and sick leave for librarian and staff.

4. Salary schedule; personnel classification chart; retirement provisions.

5. Collection management plan for acquisition of books and other materials, including intellectual freedom, challenges to materials, and confidentiality policies.

6. Charges for lost books; fines on overdue books.

7. General services, i.e. copier, typewriters, computers, telefacsimile, display areas, etc.

8. Services to specialized groups.

9. Special services: to nonresident borrowers, use of meeting rooms, etc.

10. Cooperation with other libraries.

11. Acceptance of gifts, endowments, and memorials.

12. Methods of extending services: branch libraries, bookmobiles, participation in federations or networks.

13. Public relations and publicity.

14. Payment of expenses for trustees and staff to attend continuing education workshops, library conferences, and other professional meetings.

15. Payment of state and national association dues for board members and for the library.

16. Volunteers and friends.

Circumstances specific to individual libraries may require the development of additional policies.

SECTION VI

PLANNING AND EVALUATION

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SECTION VI

PLANNING AND EVALUATION

PLANNING FOR CHANGE

Planning is an essential part of providing library services that are responsive to the information needs of today's ever-changing communities. Trustees are responsible for planning for changes in library services and evaluating the effectiveness of their plans at regular intervals. The board and the librarian are partners in planning. Local library plans should be developed with consideration given to the State Library's statewide plan for library development.

The planning process in relation to the library asks the questions: 1) Where are we? 2) Where do we want to go? 3) How do we get there? To determine where we are, this process considers the library in the context of its role within the local community as well as the library community. Community surveys may show population patterns and shifts, general education levels, kinds of employment, and other relevant data. To gather these data, librarians and trustees should prepare a community profile based on census data, vital statistics, or other secondary sources and update that information annually. This information is critical to a valid local collection management policy.

Careful consideration of where we want to go from here, requires a thoughtful review of what we learned from the community. From there goals and objectives can be developed by determining what the library really wants to do. What services does it want to provide and who will it provide those services to? The long and short range plans developed in this process answer the questions: How do we get there?

To facilitate the planning process, boards can create advisory committees, sponsor public meetings, encourage open staff discussions, hire outside consultants, and use public relations tools in the planning process. Planners who are a part of local government or people within the business or professional community may have special skills or knowledge of the community that will be helpful to the process. Planning takes time, so allow enough time to incorporate ideas before making final decisions.

Since planning is a continuing process based on evaluation and reassessment, a plan is a written document subject to revision and change as the community's needs change. Most plans include the following parts:

- Description of the library's service area and communities
- Summary of data supporting library's needs
- Statement of general goals and specific objectives
- Details of services, programs, personnel, collection and facilities desired

- Identification of priorities
- Timetable for achieving goals and objectives, both short-and long-range
- Cost projections for implementing the plan
- Assignments and responsibilities for implementing the plan
- Publicity campaign to accompany changes
- Provision for evaluation and reassessment at specific intervals

Long-range planning has been one of the major focuses of the Public Library Division of the American Library Association. The following books, produced by the Division, are valuable resources in the planning process:

Output Measures for Public Libraries: A Manual of Standardized Procedures. Chicago: ALA, 1987.

Planning and Role Setting for Public Libraries. Chicago: ALA, 1987.

Planning is preparing for change. Effective planning and implementing of goals guarantee the success of the library's programs today. Ongoing evaluation and response to changes ensures the success of the library's programs tomorrow.

RESPONSIBILITIES OF TRUSTEES FOR PHYSICAL FACILITIES

The typical public library serves the community with a variety of programs and a diverse collection that may include books, serials, clippings files, video cassettes, microfilm or microfiche, or records. The staff checks out books, responds to questions, presents programs, and catalogs books. The library facility should support all of these activities and more.

When a library facility is inadequate, the trustees may have to identify the cause of the inadequacy and determine a solution to their problem. The library facility may require renovation, an addition, relocation to an existing building, or construction of a new facility.

The following list reviews the steps that might be taken if the physical facilities are not adequate to fulfill the goals of the library.

- Determine the solution to the building's inadequacy
- Provide leadership in the campaign to inform the community of the decided course of action and secure necessary support for the project
- Appoint a building committee and assign tasks

- Select and hire a library building consultant, if funds permit
- Select and hire an architect
- Obtain financing for the project
- If a new building is needed, select and purchase the site
- Approve the written building program
- Approve preliminary and final architectural plans
- Solicit and approve bid document
- Approve all contracts and any change orders to the contract

SECTION VII

PUBLIC RELATIONS

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PUBLIC RELATIONS

PUBLIC RELATIONS (PR) PLANNING

The public library trustee serves as an intermediary between the library and the community and acts as a public relations planner. On the one hand the trustee represents the needs of the community to the library and, on the other hand, the trustee represents the library to the community. To be effective in this role, a trustee should be really familiar with the library collection and services, attend continuing education programs, and visit other libraries. In addition, the trustee should know the community, participate in civic activities, and serve on local committees to gain insight into the needs of people in the community.

There are four basic steps in public relations: research, planning, communication, and evaluation. The library director usually serves as the director of a PR campaign, but keeps the board well-informed. First, in the research phase, the director assesses attitudes of various target groups toward the library. Next is the development of a written plan that includes short- and long-term goals, a clear idea of who the library wants to reach, a timetable, a staffing plan, and a budget. Communication is the part of a PR program that calls for outreach, programming, and publicity. This phase of the program could utilize newspaper articles and photographs; radio & television public service announcements (PSAs); community group newsletters; displays, exhibits, and special events; billboard space (donated); bookmarks, booklists, fliers, brochures, posters; and personal contacts. The final step, evaluation, tries to determine the success of the communications program to plan for future PR activities and revise the PR plan as needed.

The following is a PR program checklist. Policies and procedures for PR programs may vary depending on the size of the library, its financial resources, the number of staff, and other local circumstances.

Library Board

___ Establish a written PR policy
___ Make sure the library has a PR plan and timetable
___ Support staff training and involvement in the PR program
___ Budget for PR and/or assist in obtaining volunteer specialists to help
___ Review PR plan, goals, and objectives annually; evaluate progress
___ Encourage the development of Friends of the Library, of volunteer programs where suitable, and of interesting programs and services

Individual Trustee Responsibilities

___ Participate in PR events
___ Be vocal & visible; use and support the library
___ Keep county and city authorities informed of library progress, needs, and of your continued interest in library matters

___ Listen to the community; participate in community activities
___ Tell people what trustees do, who they are, when they meet, how they can be reached
___ Establish and participate in a Speaker's Bureau; speak to groups, individuals, and organizations-civic, business, professional, and social-about library programs, services, and facilities

Library Director/Library Staff

___ Work with staff to develop annual PR plan and budget
___ Evaluate PR regularly for Board
___ Report PR efforts and results to Board
___ Plan staff training on Public Service and PR
___ Analyze PR needs, plans PR and budget
___ Assess public attitudes toward library
___ Develop rapport with media, community groups, writers, artists, business, other libraries
___ Coordinate special activities with community groups
___ Work closely with staff on PR projects
___ Actively promote library on television, radio, in newspapers
___ Maintain expertise in PR, communications, media Staff
___ Provide friendly service to all members of the public
___ Attend appropriate training and continuing education events
___ Interpret library polices, procedures and services to public
___ Maintain community awareness

Buildings

___ Convenient, accessible locations
___ Adequate outside signage
___ Clear inside directional signs and labels
___ Community bulletin boards
___ Inviting atmosphere

Operations

___ Printed items available to public
___ Publications on library services and regulations
___ Users informed of policies and plans
___ Program calendar and posters
___ Resource lists, bookmarks
___ General newsletter to public
___ New staff, trustees and volunteers oriented to structure, goals and activities of library

SECTION VIII

POLITICAL PROCESS

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SECTION VIII

TRUSTEES AND THE POLITICAL PROCESS

THE TRUSTEE AS ADVOCATE

A library advocate works to improve libraries and library services to all citizens. Being an effective advocate requires not only knowing about library services, but also understanding what is required to provide them. When requesting support, the advocate offers a clear explanation of why there is a need for the support and how that support will affect library service.

Trustees may be asked to advocate for library programs or budgets before business or public sector groups. The most important group that the trustee may be asked to approach is public officials who often are in the position of determining the future of library services.

LOBBYING

Lobbying is the process of expressing and supporting opinions to decision-makers. Lobbying is the way citizens can influence the opinions of their local, state, and national officials.

Trustees can practice the art of persuasion by:

- Speaking out about what libraries do for constituents;
- Getting to know legislators at all government levels and helping them learn about libraries;
- Assembling facts and translating them into action; and
- Working out plans and presenting evidence of need for a law or appropriation.

Trustees can make a difference because they:

- See the library from the user's viewpoint;
- Have a perspective on the full range of public services;
- Represent a broad base of consumers;
- Are volunteer participants in government; and
- Are voters.

SECTION IX

FRIENDS OF THE LIBRARY

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FRIENDS OF THE LIBRARY

As local citizens, a Friends of the Library group voluntarily supports library causes and services. Friends can be effective voices in promoting the library and may serve as a citizens advisory council to appointed officials on matters of library promotion and community relations.

Friends of the Library is a non-profit organization with its own bylaws, board, committees, and policies. Friends set their own purposes, consistent with the needs of the library. It is the responsibility of the Board to work closely with the Friends. Some Boards appoint one of their members to act as a liaison to the Friends to ensure coordination of the Friends activities with library policies and goals. In addition, a member of the Friends might be invited to Board meetings to keep informed of the Board's activities.

The Friends function as effective publicity agents for the library, sponsoring cultural and educational programs and also being available to support budget requests with local government. In addition, a Friends group can develop and co-ordinate volunteer services to the library with the co-operation of the staff; organize fund raising events for specific needs of the library; and encourage gifts to the library in the form of bequests, endowments or items such as books, videos, and compact disks. Specifically, the Friends can help in day-to-day tasks at the library such as mending books, filing, conducting story hours. For the small library that cannot afford to hire someone to perform these tasks, the Friends perform valuable services.

For more information, the national Friends organization will send brochures and provide assistance:

Friends of Libraries USA (FOLUSA)
American Library Association
50 East Huron Street
Chicago, IL 60611

SECTION X

LIBRARIES AND LIBRARY ORGANIZATIONS

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SECTION X

LIBRARIES AND LIBRARY ORGANIZATIONS

MONTANA LIBRARIES

Montana has 111 public libraries (this includes branches) serving Montana residents at no charge. Fifty-three are in towns of less than 1,000 people. Montana's 769 school libraries supply books, print materials, audio-visual equipment and other materials to support the educational objectives of our schools and promote life-long learning. Montana's 24 academic libraries are administered to meet the needs of students, faculty, and affiliated staff of universities, colleges, and other postsecondary institutions.

Special libraries of businesses, hospitals, and government agencies meet the specialized information needs of their members. Twenty-two of 57 special libraries are publicly funded. These include the State Law Library of Montana and the Montana Historical Society Library, both in Helena. Montana State Library, Library Development Division produces an annual directory of all libraries in Montana.

Public, school, and special libraries work in partnership with one another and their local communities to form information networks and provide better service for the money. In addition, new technologies allow libraries to use networks to locate and borrow books and materials, use telefacsimile services to transfer information via telephone lines, and use satellites and modems to provide ongoing educational opportunities to rural areas.

Library computer databases, online computer reference services, networks, and electronic bulletin boards support education, research, health care, and business throughout the state. Improved cooperation among different types of libraries and better access to expanding technologies allow Montana libraries improved access to information locally, regionally, and nationally.

MONTANA STATE LIBRARY COMMISSION

The Montana State Library Commission is composed of seven members (MCA 22-1-101 et seq.). Five are appointed by the governor and serve staggered terms of 3 years. The other two are the state superintendent of public instruction or his or her designee and a librarian appointed by the commission of higher education from one of the six units of the Montana university system, who will each serve a term of 3 years. The Commission elects a chairman from its membership annually.

The Commission employs a librarian who is a graduate of an accredited library school as its executive officer. This executive officer performs the duties assigned by the commission and serves at the will of the commission. The commission may also employ other assistants as are required for the performance of the commission's work.

The State Library Commission has the power to:

(1) give assistance and advice to all tax-supported or public libraries in the state and to all counties, cities, towns, or regions in the state which may propose to establish libraries, as to the best means of establishing and improving such libraries;
(2) maintain and operate the state library and make provisions for its housing;
(3) accept and expend in accordance with the terms thereof any grant of federal funds which may become available to the state for library purposes;
(4) make rules and establish standards for the administration of the state library and for the control, distribution, and lending of books and materials;
(5) serve as the agency of the state to accept and administer any state, federal, or private funds or property appropriated for or granted to it for library service or foster libraries in the state and establish regulations under which funds shall be disbursed;
(6) provide library services for the blind and physically handicapped;
(7) furnish, by contract or otherwise, library assistance and information services to state officials, state departments, and residents of those parts of the state inadequately serviced by libraries;
(8) act as a state board of professional standards and library examiners and develop standards for public libraries and adopt rules for the certification of librarians; and
(9) designate areas of the establishment of federations of libraries and designate the headquarters library for such federations.

MONTANA STATE LIBRARY

Montana State Library is the principal library and information source for state government and for library services to the blind and physically handicapped. It is also a central information point for natural resource data and a major source of information and assistance for all types of libraries--public, school, academic, and special--throughout the state.

Every Montanan can use the State Library's collection. Local libraries often borrow books, magazines, and other items for their patrons. Those Montanans who have no access to public library services may borrow directly from the State Library and make use of its reference services.

Library Development (LD) staff consults with libraries, administers grants, produces publications, conducts workshops and otherwise helps libraries meet their goal of providing services with a high degree of professionalism. LD staff also coordinates library services to state institutions.

Information Resources (IR) is the library portion of the State Library. IR provides reference and information services to state agencies, state employees, and the general public, and lends materials either directly to users or through academic, school, special, or public libraries. IR also provides centralized library materials acquisition, cataloging, database searching, and technical processing and operates a depository for state and federal documents.

The Montana Natural Resource Information System (NRIS) is a program to make sources of data and information on Montana's natural resources easily and readily accessible. Serving business and industry, government agencies, and private citizens, NRIS operates a clearinghouse and referral service to link users with the best sources of information. NRIS has four main components: 1) The Montana Natural Heritage Program maintains a computer-assisted inventory of Montana's biological resources, emphasizing rare or endangered plant and animal species and biological communities. 2) The Montana Water Information System is the starting point for locating water resources information in Montana, such as data on surface water, groundwater, water quality, riparian areas, water rights, climate data and more. 3) The Montana Geographic Information System (GIS) provides technical land data acquisition assistance for statewide GIS projects and to agencies developing in-house GIS capability. 4) The Montana Natural Resource Index is a geographical and subject area indexing system for existing data sources (published and unpublished sources).

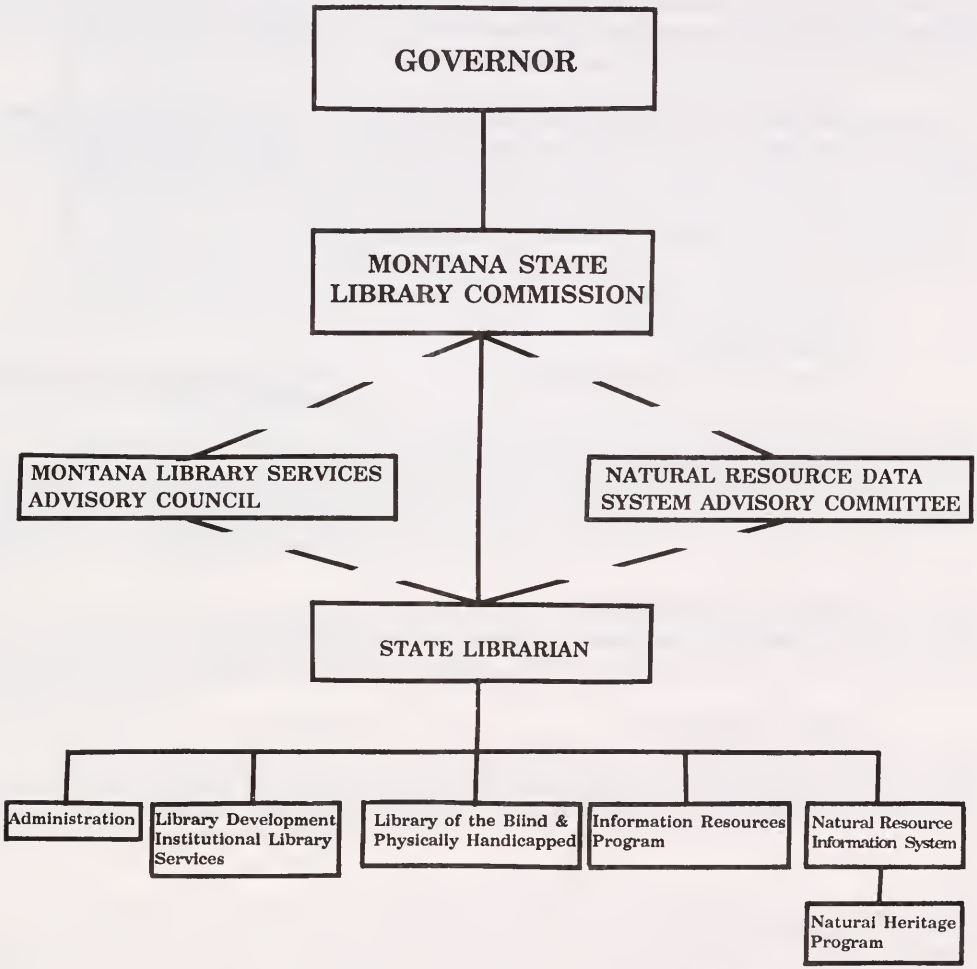
Daily operations of the State Library are directed by the Montana State Librarian. Policies and procedures for the State Library are established by a seven-member State Library Commission. A Montana State Library Organization Chart is included on page X-4.

For further information on programs or services contact:

Montana State Library 1515 East 6th Avenue PO Box 201800 Helena, Montana 59620-1800	444-3115 (Voice) 444-5431 (TDD)
Information Resources	444-3004 444-5612 (FAX) Internet Address: staffeld@class.org
Library for the Blind & Physically Handicapped	444-2064 800-332-3400
Library Development	444-5349
Natural Resources Information System	444-5354 444-0581 (FAX) Internet Address: nris@class.org
Natural Heritage Program	444-3009
Literacy Hotline	800-338-5087

MONTANA STATE LIBRARY

ORGANIZATION CHART



MONTANA LIBRARY SERVICES ADVISORY COUNCIL

The Montana Library Services Advisory Council is reconstituted every two years by the Montana State Library Commission with the approval of the governor (MCA 2-15-122). The Council advises the Montana State Library Commission on the development and well-being of libraries in Montana; represents the views and opinions of citizens, library users and librarians to the Montana State Library Commission; gathers information and makes recommendations to the Montana State Library Commission; advises the Montana State Library Commission on the Library Services and Construction Act Program, including but not limited to the development of the state plan and its administration, the annual programs, and the evaluation of library program services and activities under the state plan.

There are 15 members on the Council. Fourteen serve for two years, may be reappointed for a second term, and may represent: users of public library services in each federation area, disadvantaged persons, local public libraries, school libraries, academic libraries, special libraries, library service to the institutionalized, library service to the disabled, state employees, state agency libraries, Montana participation in WCHLIS (White House Conference on Libraries), and the Montana legislature. The president of the Montana Library Association shall serve a one-year term on the council during the presidency of the association.

MONTANA LIBRARY ASSOCIATION (MLA)

This state association works to promote library interest and development, and to raise the standards of library services in Montana as well as to provide continuing education for lay people and professional growth for librarians. MLA represents all types of libraries and trustees and friends within its divisions.

Begun in 1906, MLA had as its first president Granville Stuart of Butte, the first state librarian and a nationally recognized historian. Annual conferences began in 1906 and are still held annually with sessions devoted to continuing education workshops for librarians, library staff, and interested lay people. Meetings, consisting of general sessions and special workshops, give participants a variety of continuing education choices.

The Trustees and Friends Division of MLA is the organization which sponsored this manual. Most of it was written by members of this group with help from personnel at the state library and a consultant. The organization consists of library trustees and friends who help promote the health and well being of libraries throughout the state by meeting and sharing ideas with like-minded library supporters. (See Section IX for more information on Friends of the Library.)

Budget constraints at all levels of government mandate more and more cooperation. Library trustees can expand their library's resources through cooperative programs with other libraries and through their federation. Membership in the Trustees and Friends Division of MLA will bring the trustee into contact with other people in neighboring counties and from across the state. This Trustee group can share problems and solutions, frustrations, as well as successes. Trustees and Friends meet as a division during the MLA annual conference and elect officers.

MLA keeps its membership informed on library issues and concerns and publishes a quarterly newsletter, *FOCUS*, which is sent to all members. MLA also sponsors lobbying in Helena during the legislative sessions to work with MLA members in keeping the legislators informed on library needs and priorities. MLA sponsors an annual conference which is held in various locations around the state.

AMERICAN LIBRARY ASSOCIATION (ALA)

MLA is affiliated with ALA as a state chapter and MLA members elect a councilor to ALA. As the oldest library association in the world, ALA promotes library services and librarianship nationally. Dedicated to improving all types of libraries as well as professional library standards, ALA also encourages freedom of access to information without fear of censorship.

ALA has divisions representing different interest areas. The American Library Trustee Association (ALTA) conducts national programs on trustee education as well as publishing items about trusteeship. The Public Library Association (PLA) is the division of ALA that represents public librarians.

Further questions about ALA and ALTA can be directed to:

American Library Association
50 East Huron
Chicago, IL 60611 800-545-2433

MOUNTAIN PLAINS LIBRARY ASSOCIATION (MPLA)

MPLA is an eleven-state regional association of libraries and friends in Arizona, Colorado, Kansas, Montana, Nebraska, Nevada, North Dakota, Oklahoma, South Dakota, Utah, and Wyoming. MPLA's primary purpose of improving present and future library services in the Mountain Plains region through development of librarians, trustees, and library employees. MPLA publishes a bi-monthly newsletter with regional library news. For membership information, contact:

Joseph R. Edelen, Jr.
MPLA Executive Secretary
I.D. Weeks Library
University of South Dakota
Vermillion, SD 57069

PACIFIC NORTHWEST LIBRARY ASSOCIATION (PNLA)

A regional library group, PNLA stimulates regional library activities and regional co-operation among libraries. PNLA holds an annual conference and represents libraries in Washington, Oregon, Idaho, Montana, Alaska, Alberta, and British Columbia. For more information, contact:

Jane L. Howell, Secretary
PNLA
Eastern Montana College
1026 North 31st Street
Billings, Montana 59101-0747

657-2320
657-2037 (FAX)

NATIONAL COMMISSION ON LIBRARIES AND INFORMATION SCIENCE

Established by Congress in 1970, this commission's mandate is to work towards equality of access to information for all Americans, to define adequacies and deficiencies in our present library system, and to work towards the applications of new technologies in our nation's libraries. NCLIS' address is:

National Commission on Libraries and Information Services
1717 K Street NW, Suite 601
Washington, DC 20036

MONTANA GOVERNOR'S CONFERENCE ON LIBRARIES AND THE WHITE HOUSE CONFERENCE ON LIBRARIES AND INFORMATION SERVICE (WHCLIS)

Three Governor's Conferences have been held in Montana. The first in 1971 focused on library co-operation, and its theme was Expanding Horizons of Library Service. The second conference convened in 1978 as a pre-White House Conference with two-thirds lay people and one-third library-related delegates. Resolutions were prepared and seven Montanans were elected to attend the White House Conference on Libraries and Information Services (WHCLIS) in 1979. The interest generated by the 1978 Governor's Conference helped promote the one percent coal severance tax for public libraries. The White House Conference has formed a task force of two delegates from each state and territory as a continuing national lobbying and library interest group.

The third conference was held in January 1991. The three overall themes of the conference were Library and Information Services for Productivity, Literacy, and Democracy. Four delegates from Montana were elected to attend the 1991 WHCLIS and two additional delegates were selected by Montana's Congressional delegation.

APPENDICES

A - J

MONTANA
PUBLIC LIBRARY
TRUSTEE MANUAL

APPENDIX A

INTELLECTUAL FREEDOM SOURCES

MONTANA SOURCES

Montana American Civil Liberties Union
44 North Last Chance Gulch
Helena, MT 59601 406-449-2180

Montana Library Association
PO Box 954
Bozeman, MT 59771-0954

NATIONAL SOURCES

American Civil Liberties Union
132 West 43rd Street
New York, NY 10036 212-944-9800

American Library Association-Office for Intellectual Freedom
50 East Huron Street
Chicago, IL 60611 312-944-6780

Association of American Publishers
220 East 23rd Street
New York, NY 10010 212-689-8920

First Amendment Lawyer's Association
125 South Wacker Drive, Ste. 2700
Chicago, IL 60606 312-236-0606

Freedom Information Service
PO Box 3568
Jackson, MS 39207 601-352-3398

Freedom of Expression Foundation
c/o Dr. Craig R. Smith
5220 South Marina Pacifica
Long Beach, CA 90803 213-985-4301

National Coalition Against Censorship
2 West 64th Street
New York, NY 10023 212-724-1500

APPENDIX B

CONFIDENTIALITY

CONFIDENTIALITY OF LIBRARY RECORDS

The Council of the American Library Association strongly recommends that the responsible officers of each library in the United States:

1. Formally adopt a policy which specifically recognizes its circulation records and other records identifying the names of library users to be confidential in nature.

2. Advise all librarians and library employees that such records shall not be made available to any agency of state, federal, or local government except pursuant to such process, order, or subpoena as may be authorized under the authority of, and pursuant to, federal, state, or local law relating to civil, criminal, or administrative discovery procedures or legislative investigative power.

3. Resist the issuance or enforcement of any such process, order, or subpoena until such time as a proper showing of good cause has been made in a court of competent jurisdiction.*

Adopted January 20, 1971; revised July 4, 1975, by the ALA Council

*Note: Point 3, above, means that upon receipt of such process, order, or subpoena, the library's officers will consult with their legal counsel to determine if such process, order, or subpoena is in proper form and if there is a showing of good cause for its issuance; if the process, order or subpoena is not in proper form or if good cause has not been shown they will insist that such defects be cured.

SUGGESTED PROCEDURES FOR IMPLEMENTING CONFIDENTIALITY POLICIES

When drafting local policies, libraries should consult with their legal counsel to insure these policies are based upon and consistent with applicable federal, state, and local law concerning the confidentiality of library records, the disclosure of public records, and the protection of individual privacy.

Suggested procedures include the following:

1. The library staff member receiving the request to examine or obtain information relating to circulation or other records identifying the names of library users, will immediately refer the person making the request to the responsible officer of the institution, who shall explain the confidentiality policy.

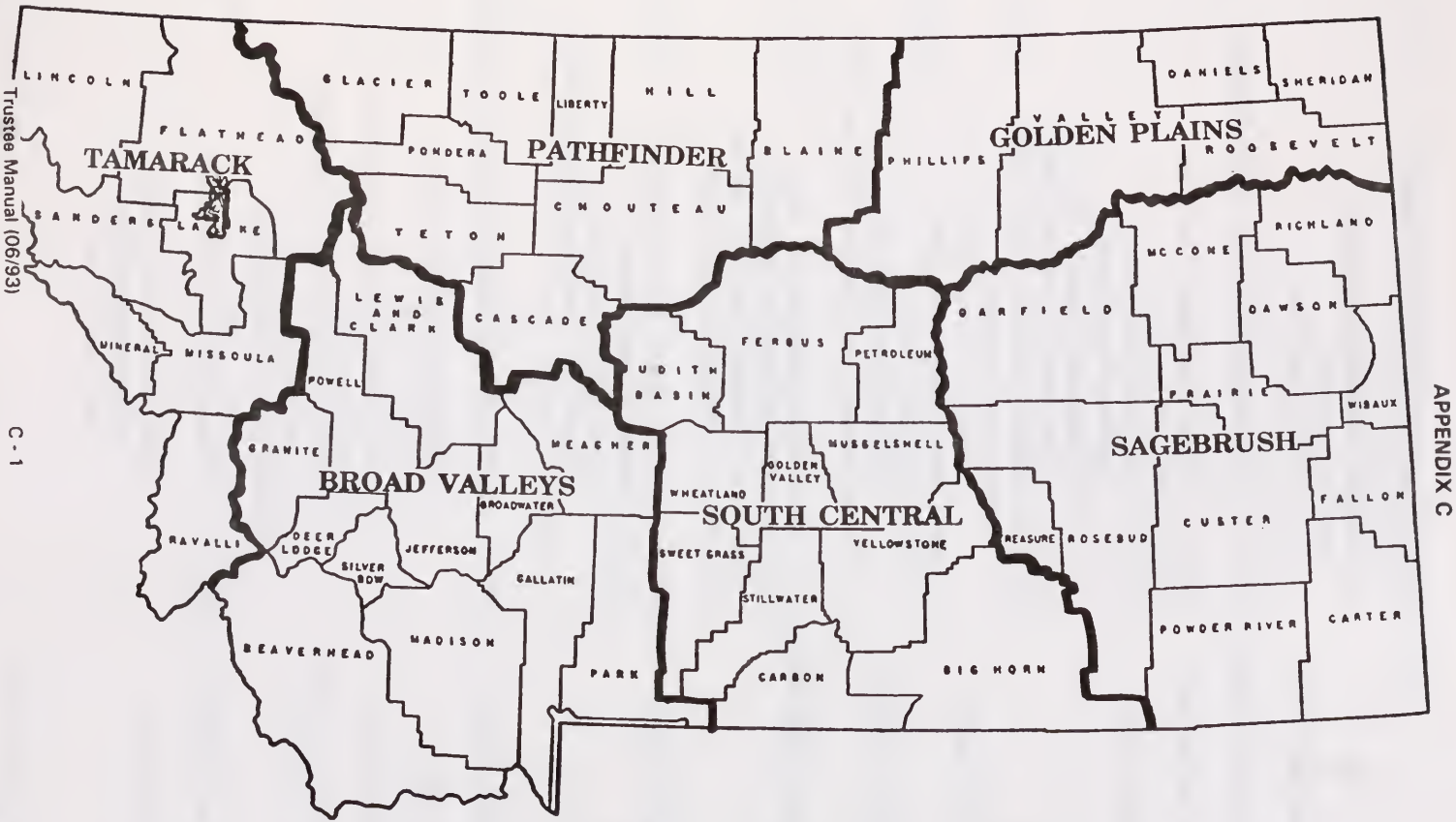
2. The director, upon receipt of such process, order, or subpoena, shall consult with the appropriate legal officer assigned to the institution to determine if such process, order, or subpoena is in good form and if there is a showing of good cause for its issuance.

3. If the process, order, or subpoena is not in proper form or if good cause has not been shown, insistence shall be made that such defects be cured before any records are released. (The legal process requiring the production of circulation or other library records shall ordinarily be in the form of subpoena "duces tecum" (bring your records) requiring the responsible officer to attend court or the taking of his/her disposition and may require him/her to bring along certain designated circulation or other specified records.

4. Any threats or unauthorized demands (i.e., those not supported by a process, order, or subpoena) concerning circulation and other records identifying the names of library users shall be reported to the appropriate legal officer of the institution.

5. Any problem relating to the privacy of circulation and other records identifying the names of library users which are not provided for above shall be referred to the responsible officer.

Adopted by the ALA Intellectual Freedom Committee,
January 9, 1983; revised January 11, 1988



MONTANA FEDERATIONS OF LIBRARIES

MONTANA FEDERATIONS OF LIBRARIES

BROAD VALLEYS FEDERATION

Beaverhead County	Dillon City Library
Broadwater County	Townsend, Broadwater County Library
Deer Lodge County	Anaconda, Hearst Free Library
Gallatin County	Belgrade Public Library Bozeman Public Library Manhattan Community Library Three Forks Community Library West Yellowstone Public Library
Granite County	Drummond Public Library Philipsburg Public Library
Jefferson County	Boulder Community Library Whitehall, John Gregory Memorial Library
Lewis & Clark County	Helena, Lewis & Clark Library (HEADQUARTERS LIBRARY) Augusta Community Library Lincoln Community Library
Madison County	Ennis, Clancy Memorial Library Sheridan Public Library Twin Bridges Public Library Virginia City, Thompson-Hickman County Library
Meagher County	White Sulphur Springs, Meagher County Library
Park County	Livingston-Park County Library
Powell County	Deer Lodge, William K. Kohrs Memorial Library
Silver Bow County	Butte, Butte-Silver Bow Public Library

GOLDEN PLAINS FEDERATION

Daniels County	Scobey, Daniels County Library
Phillips County	Malta, Phillips County Library Dodson Branch Library Saco Branch Library

Roosevelt County	Wolf Point, Roosevelt County Library Bainville Branch Library Culbertson Branch Library Froid Branch Library Poplar Branch Library
Sheridan County	Plentywood, Sheridan County Library
Valley County	Glasgow City-County Library (HEADQUARTERS LIBRARY) Opheim Community Library

PATHFINDER FEDERATION

Blaine County	Chinook, Blaine County Library Harlem Public Library
Cascade County	Great Falls Public Library (HEADQUARTERS LIBRARY) Belt Public Library Cascade, Wedsworth Memorial Library
Chouteau County	Fort Benton, Chouteau County Free Library Big Sandy Branch Library Geraldine Branch Library Highwood Branch Library
Glacier County	Cut Bank, Glacier County Library Browning Branch Library East Glacier Branch Library
Hill County	Havre-Hill County Library
Liberty County	Chester, Liberty County Library
Pondera County	Conrad Public Library Valier Public Library
Teton County	Choteau Public Library Dutton Public Library Fairfield Public Library
Toole County	Shelby, Toole County Library Sunburst, North Toole County Branch Library

SAGEBRUSH FEDERATION

Carter County	Ekalaka Public Library
Custer County	Miles City Public Library (HEADQUARTERS LIBRARY)
Dawson County	Glendive Public Library Richey Branch Library
Fallon County	Baker, Fallon County Library
Garfield County	Jordan, Garfield County Free Library
McCone County	Circle, George McCone Memorial County Library
Powder River County	Broadus, Henry Malley Memorial Library
Prairie County	Terry, Prairie County Library
Richland County	Sidney Public Library
Rosebud County	Forsyth, Rosebud County Library Colstrip, Bicentennial Library
Wibaux County	Wibaux Public Library

SOUTH CENTRAL FEDERATION

Big Horn County	Hardin, Big Horn County Library
Carbon County	Bridger Public Library Joliet Community Library Red Lodge Carnegie Library
Fergus County	Denton Public Library Lewistown City Library Moore Memorial Library
Judith Basin County	Stanford, Judith Basin County Free Library
Musselshell County	Roundup Community Library
Petroleum County	Winnett, Petroleum County Community Library
Stillwater County	Columbus, Stillwater County Library

Sweet Grass County	Big Timber, Carnegie Public Library
Wheatland County	Harlowton Public Library
Yellowstone County	Billings, Parmly Billings Library (HEADQUARTERS LIBRARY) Worden, Sunnyside Library Laurel Public Library

TAMARACK FEDERATION

Flathead County	Kalispell, Flathead County Library Bigfork Branch Library Columbia Falls Branch Library Marion Branch Library Whitefish Branch Library
Lake County	Arlee, Jocko Valley Public Library Polson City Library Ronan City Library St. Ignatius Public Library Swan Lake Library
Lincoln County	Libby, Lincoln County Public Library Eureka Branch Library Troy Branch Library
Mineral County	Superior, Mineral County Library Alberton Branch Library St. Regis Branch Library
Missoula County	Missoula, Missoula Public Library (HEADQUARTERS LIBRARY) Condon, Swan Valley Branch Library Seeley Lake Branch Library
Ravalli County	Darby Public Library Hamilton, Bitterroot Public Library Stevensville Public Library
Sanders County	Heron, Laurie Hill Library Hot Springs Public Library Plains Public Library Thompson Falls Public Library

APPENDIX D

SAMPLE POSITION DESCRIPTION
MEMBER, BOARD OF TRUSTEES

SUMMARY

Provides governance for the _____ Public Library, establishes policy; sets goals; hires Library Director; establishes and monitors the annual budget; signs necessary contracts, exercises such other powers, not inconsistent with law, necessary for the effective use and management of the Library.

RESPONSIBILITIES

1. Participates in the ongoing responsibilities of the governing body, including establishment of library policies and planning for current and future library services and programs.

2. Determines and adopts written policies to govern the operation and services of the library.

3. Attends all regular and special meetings of the Board, and participates in committees and activities as necessary; attends appropriate library functions.

4. Represents the interests and needs of community members.

5. Lends expertise and experience to the organization.

6. Sets an annual budget and approves expenditure of funds; monitors budget and expenses throughout the year.

7. Maintains an awareness of library issues and trends and the implications for library users.

8. Acts as liaison with the public, interpreting and informing local government, media and public of library services and needs.

9. Hires, sets salary, and supervises a qualified library director to implement board decisions and directions and to carry out day-to-day provision of library services.

10. Establishes short and long-term goals for Library.

11. Understands pertinent local and state law; actively supports library legislation in the state and nation.

12. Ensures compliance with open meeting law.

13. Reviews and signs necessary contracts (e.g. contract with _____ County).

14. Reports activities to City and County Commissions annually.

QUALIFICATIONS

1. Is interested in the library and its services.

2. Has the ability to contribute adequate time for effective participation in board activities and decision making.

3. Has the ability to represent needs and varied interests of the community at large and the library.

4. Has strong interpersonal and communication skills.

5. Has the ability to work with governmental bodies, agencies and other libraries.

6. Has the ability to handle opposition and make decisions in the interest of library service.

TIME COMMITMENT

The Board of Trustees meets monthly at a time convenient for members. Meetings generally last about three hours. Meetings are generally held at the library and are usually during a weekday.

Members are appointed by the mayor with the advice and consent of the city commission to a five-year term (or to complete an unexpired term). Members shall serve no more than two full terms in succession.
Special meetings or committee meetings may be called as necessary at times convenient to members as well as complying with open meeting laws.

Adopted 2/15/91

APPENDIX E

INFORMATION ABOUT HIRING A NEW LIBRARY DIRECTOR

Selecting a competent library director can be the most important single act undertaken by the Board of Trustees. When seeking a director, some boards place more emphasis on imagination and energy, others on administrative experience, still others on education and library experience. Local conditions (library size, staff and resources) will also affect the selection.

The process of hiring a new library director does not begin with the placing of a notice in the classified ads. Long before an advertisement can be placed, the Board of Trustees and then the Search Committee must begin work. This information has been prepared to help trustees and librarians organize their search for a new library director. Because each library and its community are unique, only the local trustees and officials can determine the type of person that they want and need as their library director. The process outlined below will assist you in organizing your search for a librarian. The process is valid for the smallest library as well as the largest. In a smaller library each step in the process may be less complicated because the options are often limited, but the steps are still necessary. The information may be used by the Board of Trustees and others to conduct a legal and productive recruiting campaign. In some instances, a number of steps may be addressed concurrently. You will need to adapt the process to the local situation.

I. There are five preliminary concerns that the Board needs to address before the actual recruiting process can begin.

A. The Board should first be certain that they understand the issues of **confidentiality, public information, and documentation** as they apply in the hiring process, including the open meeting law and its requirements and restrictions. The best way to have a clear understanding of these issues is to ask the city or county attorney to provide the Board with the necessary explanations. A short presentation to the Board, with an opportunity to ask questions, would be most helpful. These issues must be understood in order to conduct a legal recruitment and hiring.

B. The Board of Trustees should then develop a **realistic general timeline** and **budget** for the process.

1. The details of the schedule may be prepared by the Search Committee once one is appointed, but the Board should determine how long it is likely to take before a new librarian can be hired. Realistically, the entire process will take from two to five months. If the Board has plenty of advance notice (such as in the case of a planned retirement) then it is often possible to have a new director begin the day the previous librarian retires. In order to do this the recruiting and hiring process must begin at least three months or more prior to the retirement. If the current library director is leaving with a month's notice or less, than the Board will need to determine who is to be acting director while the search is conducted. If it is necessary to negotiate with and appoint someone to be acting director then the Board needs to decide:

a. Does it matter if the acting director will also likely be an applicant for the position?
b. Do you expect the acting director (if they are a present staff member) to do their regular job in addition to handling the responsibilities of library director?
c. What is a fair salary for the acting director?
d. How long do you anticipate the need for an acting director?

2. The issue of a budget for the recruiting and hiring process should also be considered. Does the Board have money for the following items and how much do they have to spend for each:

a. acting director salary (if one is needed);
b. advertisements (where and how often);
c. travel and expenses for out-of-town finalists to come for interviews;
d. expenses for the interview process (lunch with the Board? Other?)
e. Long distance phone costs for verifying employment, education and references.

Once the Board has determined this general timeline and budget, they can get on to the work of actually hiring a director.

C. A **Job Description** and basic **educational and/or experience qualifications** must be determined. Before any recruiting or detailed planning can be done, the Board needs to know what the library director is supposed to do. If there is already a job description with qualifications included in the personnel policy or other records of the library, then the Board, with the advice of the current director, should review this information and update or edit it as necessary. If there is not a job description with qualifications already prepared for the library director, then the Board must first address this issue. There are many excellent books in either the local library collection or at the State Library which can assist the Trustees in analyzing the job and writing a job description to be used to determine minimum qualifications. It is unrealistic to think that we can recruit and select the best candidate for a position if we do not have a clear understanding of what the person is supposed to do.

Librarianship is a technical, professional career. There are very specific types of skills and knowledge that are necessary to do the job. Sometimes the skills and knowledge can be obtained through experience, but they are usually gained through formal education and training leading to a Master's Degree in Library and Information Science. In even the smallest library, the level of service, the financial management, the public relations activities, the organization and selection of books and other materials all require some specialized knowledge and skills. These may be learned to a certain extent through previous job experience, but some formal training is usually necessary. This training may consist of academic credit classes or non-credit continuing education opportunities. Now that computers have become a necessary component for efficient and cost-effective library and business operations for even small libraries, knowledge of, or at least willingness to learn about, such applications is also a necessity for any librarian.

D. Once a job description and basic qualifications have been determined, the Board should decide upon the **salary range and benefits** which can be offered to a new librarian. One of the possible benefits/expenses to consider if there are likely to be applicants from outside of the community is a moving allowance. The determination of the salary and benefits involves a number of considerations. The Board may wish to involve the Search Committee in this step. These may include any or all of the following:

1. Library budget (funds available);
2. Current librarian's salary and benefits;
3. Existing personnel policy and salary scales;
4. Policy and practices of the governing body (if applicable);
5. Comparison of the salary structure of other local government employees with similar responsibilities and qualifications;
6. Negotiation, if necessary, with funding bodies to obtain the necessary funds to allow the library to pay an equitable salary for the level of expertise required to manage the library and its assets;

E. **Select and appoint a Search Committee.** A Search Committee allows the community to become involved in the selection process. The news associated with the appointment and work of the Search Committee will provide good publicity for the library and the board's efforts to identify and meet the needs of the community. Not only is the appointment of such a committee, even in the smallest community, a good political move, it also does provide needed input by other segments of the community. The committee might be composed of all or some of the following:

1. At least two members of the Board of Trustees;
2. A library staff member (if there are at least three employees other than the director);
3. A member of the City Council or a County Commissioner, depending upon the governing structure of the library;
4. The President of the Friends of the Library, if there is an organized Friends group and/or a member of the board of the library foundation, if one exists;
5. A school board member or school administrator;
6. One or two members of the community at large (a representative from the Chamber of Commerce or the parent of a preschool library user are both good possibilities).

The idea is to have good community and political involvement in the process. A Search Committee of seven or eight members can represent various segments of the community that have an interest in the library. The Board needs to give clear guidance to the Committee when the members are appointed. The Chair of the Library Board often serves as the Chair of the Search Committee. The Committee will do the planning, recruiting, and initial screening of applicants. The Board should decide before the Committee is appointed if they want the Committee, in addition to the Board, to have an opportunity to interview the finalists, or if they want the Committee to recommend the final candidates for the Board to interview. If the Committee does interview the candidates, they would then make a recommendation

to the Board of their first, second and possibly third choices. The Board of Trustees will actually choose and hire the library director based upon the interview process and the other information presented to them.

II. **Now the real recruiting process can begin. The work of the Search Committee will consist of the following:**

A. A **review** and **understanding** of the following items:

1. The responsibility of the Committee, as communicated to each of them in writing by the Board of Trustees;
2. The general timeline established by the Board;
3. Applicable hiring practices, policies, and procedures for library employees, including such things as prohibitions upon hiring relatives of employees or officials;
4. Statutes that apply such as Equal Employment Opportunity regulations, wage and hour laws and veteran or other preference regulations.
5. The job description and basic qualifications for the library director.

B. Using the job description and general educational and experience qualifications which the Board has provided the Committee needs to prepare a list of the following;

1. Personal qualities (what kind of person do we want?) The list might include such things as:
   a. enthusiasm
   b. willingness to work hard
   c. cooperative attitude
   d. service attitude
   e. friendliness
   f. leadership skills

2. Administrative skills (what kind of experience as an administrator do we want candidates to have had or what kind of management training do we expect?) This list might include such things as:
   a. Budget preparation and administration
   b. Personnel management (volunteers require management, too)
   c. Public speaking ability (to speak to groups on behalf of the library, to do budget presentations to the governing authority, and to present issues and ideas to the Board)
   d. Writing ability (to prepare press releases, reports to the Board and governing authority, draft policy statements for the Board's review, and handle routine library correspondence)
   e. Time management skills (a library director, especially in a smaller library, must wear many different hats and accomplish a wide variety of tasks)
   f. Computer literacy (which includes basic computer knowledge or the willingness to learn it and computer library applications)
   g. Facility management (even the smallest library has space and often a building and grounds which require care and supervision)

3. Professional competencies (what does a librarian need to be able to do?) This list might include the following basic things:
    a. Ability to implement the cataloging and classification scheme used by the library (usually Dewey Decimal Classification). This means the ability to catalog materials correctly and to maintain a card catalog (manual or automated) and an inventory control system (typically called a shelf list catalog).
    b. Ability to explain and implement the philosophy of public library service, including the concepts associated with Intellectual Freedom as expressed in the Freedom to Read statement and The Library Bill of Rights of the American Library Association.
    c. Ability to understand and practice the principles of material selection and acquisition for library material in a variety of formats.
    d. Ability to provide information service to the patrons of the library through an understanding of the reference interview process and the use of standard information or reference sources.
    e. Ability to organize and conduct programs for adults, students and/or preschool children, as needed by the library.

C. Preparation of a **detailed timeline** or **schedule** for the recruiting and hiring process. This timeline needs to include the following elements:

1. Dates for advertisements to be run;
2. Exact date and time applications close;
3. Period for review or applications and recommendations of the Committee to the Board;
4. Approximate dates (at least "the week of...) interviews are to be held;
5. Target date for the new librarian to begin work;
6. Dates and times for Search Committee meetings. Be realistic in the preparation of this timeline. It is essential to maintain the established schedule, if at all possible. Meeting of the Search Committee to accomplish the various tasks of the process should be scheduled well in advance in order to allow committee members to be available for this important work. If unforeseen delays occur in the process, the schedule should be revised and the public informed.

D. Establish the process and criteria by which the applications will be reviewed and determined to meet the basic requirements. This basic criteria might include:

1. Within the deadline as advertised
2. Resume and cover letter both included
3. Application completed (if an application form is necessary, be certain that you are using one that meets the current legal requirements. You cannot ask questions about age, race, number of children, marriage status, etc.)
4. Basic educational requirement met (should be verified by the chair of the Committee or another designated Committee member). This basic requirement will have been determined during the process of working on the job description and basic requirements to fill the position.

5. Basic experience and previous work experience verified as above. This process is often conducted with specific questions asked of each previous employer or reference to be called. The responses to the questions should be noted on a form for each applicant.

E. Establish the criteria and process by which those applications which meet the basic criteria above, will be reviewed and ranked by the Search Committee. At the very least, score sheets should be prepared for Committee members to use to evaluate each applicant on the points established in II.B above concerning both library and management ability, experience and knowledge.

III. The Search Committee then conducts the recruiting process, checks the basic qualifications and ranks the applicants according to the plan. The Committee meets and shares their rankings or scoring of the applicants in order to arrive at a consensus concerning their recommendations to the Board for the finalists to be interviewed.

A. If there are **no finalists** that meet enough of the criteria for the Committee to feel comfortable recommending interviews, then the Committee may need to report to the Board their recommendations for future action. Their recommendations might include some of the following ideas:

1. Establish a new timeline and re-open the search with the same criteria and salary/benefits as the first time.
2. Review the job description and qualifications in light of the salary offered. Decide what needs to be done to make it possible to have the two match and increase the possibility of a successful search process. One of the following actions may need to be taken by the Board:
   a. Find a way to increase the salary and benefits in order to attract individuals qualified for the position.
   b. Reduce the qualifications in order to make it possible to consider individuals with fewer skills, less knowledge or education. (If the Board takes this course of action, they need to rank, in order of importance, the skills, knowledge and qualifications which they originally wanted in order to be certain they are not compromising the most important things.)
   c. Determine if it might be possible to compromise on some of the qualifications if an applicant would be willing to be hired as a "trainee" for a specific period of time during which they would acquire some specific skills or knowledge through formal classes, workshops or individual learning.

B. If the Board receives recommendations of candidates to be interviewed, then the next step is for the Search Committee to **notify those candidates** who are finalists, **schedule interviews**, and **structure those interviews**. In addition to #1 below the interview process may include some or all of the other activities:

1. Interview with the Board of Trustees to be planned by the Board:
    a. Structured questions which the board prepares ahead of time and uses for all of the candidates in order to treat them consistently;
    b. Standard evaluation sheet and scoring scheme to use during the interview process;
    c. Adequate time for discussion because the interview is a mutual evaluation process;
    d. Brief tour of the library.
2. Assessment exercises (use the library collection or ask the State Library if you want to find out more about this option).
3. Interview with the Search Committee (with a report and recommendations to be made by the Committee to the Board).
4. A social situation where others are invited to meet the candidates or simply a luncheon or dinner with the Board.
5. Tour of the community.

IV. **The Board selects the new director through discussion and by ranking the candidates based upon interview sheets. The Board needs to seek a consensus. They should also determine their second and third choices at this time in case their first choice declines the offer or they are unable to reach agreement about the terms of employment. The hiring process will include:**

A. A **verbal offer** of the position, including salary, benefits, anticipated starting date and the length of the probationary period with a verification of the offer in writing. Have the candidate confirm acceptance of the position and the specific terms in writing.

B. If the first candidate **declines** the offer (sometimes after several days of consideration), proceed to the second choice, if there is one, or return to step III.A.

C. Once you have a written confirmation of acceptance of the position, **write** all other **applicants** to thank them and inform them of your decision.

D. Then the Board would complete the process by:

1. Officially thanking the Search Committee and all those involved in the hiring process:
2. Greeting and welcoming the new director;
3. Providing help with relocation and other practical arrangements;
4. Arranging for news releases and contacting the State Library with the information;
5. Introducing the new director to staff, trustees and community, and local government officials.

V. **The last step in the selection process is the monitoring of the probationary period and the evaluation of the new director. A probationary period of six months to one year is common practice. Midway, an informal evaluation of the director's performance should be conducted by the Board. At the end of the probationary period, another evaluation should be conducted and the decision is then made to retain or dismiss the**

director. Future evaluations of the library director should be conducted on an annual basis although the process is going on all the time based upon what the trustees see in the library, hear from the public and staff, and understand of the library's reputation in the community.

A. The purposes of this annual performance evaluation are:

1. To provide the director with a clear understanding of the board's expectations;
2. To serve as a formal communication between the board and director concerning those expectations and how they are being met;
3. To identify the board's concerns so that appropriate actions can be taken;
4. To summarize accomplishments and ensure the continued effectiveness of the director; and
5. To demonstrate sound management practices and accountability to other officials and the community.

B. The methods of effective evaluations usually include two elements:

1. Personality and behavior traits such as leadership, communication, cooperation, initiative, dependability, creativity and decision-making ability.
2. Job description elements which can be expanded to form criteria for evaluation as can the library goals, objectives and priorities.

C. The process itself included these steps:

1. The Board and director jointly develop a list of factors or criteria that can be objectively evaluated on a rating scale. These criteria should be directly related to the job description of the director and the goals and objectives of the library.
2. The director periodically (twice a year, perhaps) reports to the Board on both personal and library accomplishments.
3. The Board conducts an annual formal evaluation review in a positive spirit and with a written report and recommendations.

All of the above information concerning the recruiting, hiring and evaluation of a library director is presented as a guide to help local libraries plan the processes involved. If specific information is needed about particular steps in the process, your local library or the State Library can help you obtain more detailed information.

BUSHING/MSL/1-89

APPENDIX F

SAMPLE BOARD BUDGET PLANNING CALENDAR

November:

Review present year costs, projections.
Review current needs assessments; brainstorm possibilities for responses; reach agreement on prioritized needs; assign further research if needed for report at June meeting.
Obtain information on projected revenues for coming year and review.

December:

Review goals, objectives for present year.
Establish goals, objectives for coming year, based on staff, community, and other input, as well as agreements of previous month.
Distribute goals, objectives with request for appropriate strategies, budget requests.

January:

Review second quarterly report. Review strategies and budget requests. Prioritize by objectives established in November.
Assign committee (if not already done) to work with the library director to prepare draft budget for board review.
Reconfirm projected revenue information.

February:

Review complete draft budget for coming year, as prepared by director/board committee.

March:

Public hearing on draft preliminary budget; adoption of preliminary budget.

April:

Submit preliminary budget request or certified budget to appropriate governing body.

May:

Continue to work with submitted request or budget.
Review third quarter report on present year budget.

June:

Review and finalize any adjustments in closing out the present year.
Adopt final budget for next year and submit it to appropriate authority.

July:

Review fourth quarter report on present (now previous) year budget.
Review goals, objectives, strategies for (now) past year; make adjustments in present year if needed.

August:

Review final annual report for previous year.
Approve and submit it to appropriate governing body and Montana State Library.

September:

Begin work on needs assessment for coming year; brainstorm approaches; delegate followup effort (director, committee, etc.)

October:

Review first quarter report for present year; evaluate objectives, strategies in progress.
Review previous year's audit (if appropriate).

(Adapted from: *Public Library Trustee Handbook*. Washington State Library, 1989.)

APPENDIX G

HIRING, FIRING, AND/OR EVALUATING A LIBRARY DIRECTOR

The following are some factors that could be considered in hiring, firing, and/or evaluating the Library Director. They are not all-inclusive. These factors are a starting point for trustees to use to develop policies and procedures related to the library director that are best for the specific institution and situation.

PREPARING AND MANAGING THE BUDGET

- Is all the necessary staff work completed in a timely manner prior to presentation to the Board?
- Does the budget cover all necessary expenses?
- Are funds allocated or reserved for unanticipated contingencies?
- Are the funds effectively allocated?
- Are mid-course corrections minimized?

MANAGING THE STAFF

- Are positive management/staff relations maintained?
- Are fair and equitable policies proposed for board adoption and then fairly administered?
- Have grievances been filed? If so, what is their nature?

PROFESSIONAL STATE-OF-THE-ART AWARENESS

- Are innovative methods of service delivery, technical processes, etc., studied thoroughly; implemented only after they fit the needs of the institution and are proven to be cost effective?
- Does the Director maintain an adequate knowledge of the current state-of-the-art?
- Is the staff encouraged, and assisted in maintaining an awareness of technological advances in the profession?
- Conversely, how prone is the Director to adopting change for change's sake?

COLLECTION MANAGEMENT

- How adequate is the library's program of determining user needs/wants and translating these into acquisitions and services?
- Have adequate criteria been established to enable the library to react systematically to materials budget cuts?

IMPLEMENTATION OF BOARD DECISIONS

- Are Board decisions implemented on a timely basis?
- Once a decision has been made, does the Director fully and enthusiastically back Board decisions (to what extent?) or are they sometimes presented to staff in a apologetic or deprecatory manner?

USE OF THE LIBRARY

- How effectively are the services of the library communicated to the public?
- Is a realistic balance established between promotion of services and budget constraints?
- Are circulation trends and in-house use adequately analyzed and are there appropriate reactions to the results of such analyses?
- How well is information on new services communicated to the public?

DEVELOPMENT OF STAFF

- Are potential managers identified, encouraged to develop career goals?
- Are internal candidates for promotion competitive with outside candidates for management positions?
- Does the director adequately justify the need for staff development funds, actively campaign for such funds and adequately account for the use of such funds?
- How well is cross-training utilized to provide adequate service to the public?

UTILIZATION OF STAFF

- Is there a clear separation of professional and clerical tasks for staff guidance?
- Have peak service hours been identified and staff deployed accordingly?
- Are functions analyzed periodically with the objective of combining, eliminating and/or creating new positions?

COMMUNITY DEVELOPMENT

- How active is the Director in the community?
- Is the incumbent "visible" to large segments of the population?
- Is the Director available for speaking engagements in the community?

ACTIVITY IN PROFESSIONAL ORGANIZATIONS

- Is the Library represented and does the Director actively participate in MLA, ALA, PNLA, etc.?
- Does the Director hold office in professional organizations?
- Do the staff and the Director have published articles in professional journals?

POLICY RECOMMENDATIONS TO BOARD

- Is adequate staff work completed prior to presentation to the Board?
- Are reasonable alternatives recommended?
- Are policy recommendations generally proactive rather than reactive?
- Are policy recommendations usually necessary and appropriate to the efficient operation of the library?

FRIENDS OF THE LIBRARY

- Has the Director actively promoted the formation and/or maintenance of a Friends group?
- Do the Director and staff provide adequate support to the Friends organizations?
- Has the Director delineated and/or helped define the role of the Friends group?
- Has the Friends group had adequate explanation of its role in relationship to the role of the Board?

MAINTENANCE AND CONSTRUCTION OF PHYSICAL PLANTS

- Within the imposed budgetary constraints are the buildings and grounds adequately maintained?
- Does the Director have an outgoing program that provides adequate information on the need for new and/or remodeled facilities?
- Are new and/or remodeled facilities functionally appropriate and aesthetically pleasing?
- Are new and/or remodeled facilities constructed within budget allocations?

ESTABLISHING PRIORITIES

- Are the Director's recommended priorities in concert with the Library's mission as defined by the Board?
- Do these priorities appropriately reflect community needs?
- Are priorities established proactively or reactively?

STAFF SELECTION

- Is staff selection accomplished at appropriate supervisory levels and with adequate use of staff resources?
- Is adequate emphasis placed on Equal Opportunity Employer/Affirmative Action and is the Director's commitment to these principles communicated to the staff?
- Is the selection process designed to ensure the selection of the best person for the job?

SHORT AND LONG-RANGE PLANNING

- To what degree do the Director's short and long-range plans reflect Board priorities?
- Are the short and long-range plans updated on a continuous basis to reflect changing circumstances?
- Do the Director's accomplishments reflect and relate to the short and long-range plans?
- Are the short and long-range plans flexible enough to allow for changing circumstances?
- Does the Director provide adequate information to the Board on the implementation, revision, etc., of short and long-range planning?

MISCELLANEOUS RATING FACTORS

- Are "hard decisions" made and implemented or are they deferred or ignored?
- Does the Director display adequate initiative or rather merely react to exigencies?
- Is the Director objective in making the necessary decision or do personal prejudices intrude too often?
- Is the Director consistent in decisions that affect the staff and/or public?
- Is the Director open with the Board or does a "hidden" agenda intrude too often in the relationship?
- Does the Director "set an example" for the staff through professional conduct, high principles, business-like approach, good work habits, etc.?

APPENDIX H
FINANCIAL STATEMENT

EXPENDITURES FOR THE MONTH OF: _____ **PAGE 1**

Item	Budget	Month Expended	Year To Date Expended	Percentage Balance Expended	Balance Remaining
Personnel					
Salaries & Wages					
FICA					
Pension					
Insurance					
Workers Comp.					
Continuing Educ.					
SUBTOTAL					
Materials					
Books					
Periodicals					
Newspapers					
Audio-Visual					
Processing					
SUBTOTAL					
Building					
Heat					
Electric					
Supplies					
Repairs					
Insurance					
SUBTOTAL					
TOTAL PAGE 1					

Item	Budget	Month Expended	Year To Date Expended	Percentage Balance Expended	Balance Remaining
Computers					
Hardware					
Software					
Contracted Services					
Database Searching					
SUBTOTAL					
Other					
Office Equipment					
Library Equipment					
Office Supplies					
Library Supplies					
Postage					
Telephone					
Board Expenses					
Programs					
Treasurer Bond					
Election Expenses					
SUBTOTAL					
TOTAL PAGE 2					
TOTAL PAGE 1					
FINAL TOTAL					

SAMPLE RECEIPTS STATEMENT

Month _____ 19 _____

RECEIPTS

Date	Overdue Fines	Damaged/ Lost Books	Lost Cards	Copy Machine	Donations	Totals
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29						
30						
31						
TOTALS						

APPENDIX I

SAMPLE BYLAWS

ARTICLE I - PURPOSE

The Board of Trustees of the _____ Library exists by virtue of the provision of _____(here cite law or contract provision which allows for the board's existence), and exercises the authority and assumes the responsibilities delegated to it by said _____(statute, contract, etc.).

ARTICLE II - OFFICERS

Section 1. The officers shall be _____, _____, _____ elected annually at a meeting of the Board after new members are appointed.

Section 2. Officers shall serve terms of one year from the meeting at which they are elected and until their successors are duly elected.

Section 3. The _____(chair, president, etc.) shall preside at all meetings of the Board, authorize calls for special meetings, appoint all committees, execute all documents authorized by the Board, serve as ex-officio voting member of all committees, ensure that a true and accurate record is maintained of all meetings of the Board, and perform all other duties associated with that office.

Section 4. The vice (chair, president, etc.) in the event of the absence of the (chair, president, etc.) shall assume and perform the duties and functions of the (chair, president, etc.).

Section 5. The secretary shall keep a true and accurate record of all proceedings of the board meetings and present all bills and financial statements to the Board.

Section 6. Vacancies occurring in any office shall be filled at the next regular meeting of the Board.

ARTICLE III - BOARD OF DIRECTORS

Section 1. The governing body of _____ Library is composed of five members as appointed by _____.

Section 2. The term of office of the trustees shall be five years. No trustee shall serve more than two consecutive terms. If a member is appointed to serve an unexpired term of office, it shall be considered a full term of office.

Section 3. If a member becomes disabled or incapacitated, the secretary of the Board of Trustees shall be notified. Upon receipt of such notification, the position shall be declared vacant. When any trustee fails to attend three consecutive meetings of the board without legitimate reason, the board shall declare his/her position vacant. It shall be the duty of the chair to notify _____of the vacancy.

ARTICLE IV - COMMITTEES

Section 1. Special committees for the study and investigation of special problems may be appointed by the (chair, president, etc.), such committees to serve until the completion of the work for which they were appointed.

Section 2. The following standing committees shall be appointed by the (chair, president, etc.) for one year coinciding with the calendar year:

-- (list years)
--
-- (etc.)

Each committee shall consist of (number of members).

ARTICLE V - MEETINGS

Section 1. Regular meetings shall be held monthly, the date, the hour and the location to be set by the Board.

Section 2. The meeting, designated for the purpose of the election of officers, shall be held at the time of the regular meeting in _____ of each year.

Section 3. A quorum for the transaction of business shall consist of a majority of members of the board.

Section 4. The order of business for regular meetings shall include, but not be limited to, the following items;

(1) Call to order
(2) Disposition of minutes of previous meeting
(3) Financial report; action of financial obligations
(4) Reports of Committees
(5) Report of Director
(6) Communications
(7) Unfinished business
(8) New business
(9) Public discussion with the Board
(10) Adjournment

ARTICLE VI - LIBRARY DIRECTOR AND STAFF

The Board shall select and appoint a competent and qualified library director who shall be the manager of library operations. The Director shall be held responsible for the care of the buildings and equipment, for the employment and direction of the staff, for the efficiency of the library's service to the public, and for the operation of the library under the financial conditions set forth in the annual budget.

(This paragraph may vary in its description of the process of appointment, responsibilities, and so on, depending on the status of the library.)

ARTICLE VII - AMENDMENTS

These by-laws may be amended at any regular meeting of the board with a quorum present, with the unanimous vote of all members present, providing that the proposed amendment shall have been presented for action at a previous meeting and stated in the call for the current meeting.

ARTICLE VIII - PARLIAMENTARY AUTHORITY

Robert's Rules of Order shall be parliamentary authority on all matters not covered by the by-laws of the Board.

Approved and adopted:_____(date approved)

APPENDIX J

SAMPLE
PUBLIC LIBRARY POLICY MANUAL

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H. MONTANA PUBLIC EMPLOYEES ASSOCIATION CONTRACT

GLOSSARY

MONTANA
PUBLIC LIBRARY
TRUSTEE MANUAL

GLOSSARY

AAUW. American Association of University Women.

Academic Library: A library established and maintained by a junior college, tribal college, community college, four-year college, or university organized and administered to meet the needs of its students, faculty, staff and others by agreement.

Access: The availability of library and information services to any potential user. In a larger sense, the ability to reach sources of information through a library and its cooperative links to the total world of information resources. Access is complicated by such things as architectural barriers, illiteracy and inadequate physical plants.

Accredited Library School: A school teaching library and information science at the master's degree level that has qualified for accreditation under requirements of the American Library Association.

Acquisition: Selecting and acquiring books, periodicals, and other materials by purchase, exchange, and gift.

Activity: In the planning process, the means used to accomplish an objective.

ADA: Americans with Disabilities Act.

Affirmative Action: The policy of promoting equal employment opportunity through methods of recruitment, training, and promotion.

ALA: American Library Association.

ALTA: American Library Trustees Association.

Audiovisual: Materials which rely on a device for transmission, reproduction, or enlargement to be used effectively, such as videos, tapes, compact disks, or any other non-print materials.

Automation: Application of computers and other technology to library operations and services.

Bibliographic Database: A computer database containing records representing documents or bibliographic items.

Bibliographic Utility: An organization that maintains online bibliographic databases, enabling it to offer computer-based support to any interested users, including library network participants. A bibliographic utility maintains components of the library network data and provides a standard interface through which bibliographic service centers and individual library network participants may gain access to the nationwide network.

Bibliography: A complete or selected list of print or nonprint materials on a particular subject or by a particular author.

Board of Trustees: The governing board of a public library.

Bond: Usually refers to a long-term debt, a written promise to pay a specified amount of money on a specified date in the future, with periodic interest payments. Bonds are normally used to finance large capital projects, such as new or remodeled buildings.

Bookmobile: Usually a van, bus, or station wagon filled with a collection of library materials that are used in areas where there are no libraries or limited library facilities.

Branch Library: An auxiliary library with separate quarters, a permanent basic collection of books, a permanent staff, and a regular schedule, under the administration of the central library.

Call Number: Letters and numbers indicating the location of a book or other material, usually composed of the classification number and the first initial(s) of the author's last name.

Capital Projects: Projects which purchase or construct capital assets (that is, property that has a useful life that extends for several years). Typically, a capital project involves a purchase of land and/or the construction of a building.

Catalog: A listing of books, periodicals, maps, etc., arranged in a definite order and serving as a guide to the material found in the library. Common formats include card, book, microform, or online. See also Comcat.

Cataloging: The process of describing an item in the collection and assigning a call number so that the item can be located in the catalog or on the shelf.

CD-ROM: Compact Disk-Read Only Memory; a sealed disk for storage of large quantities of data; cannot be changed by the user.

Censorship: The removal of material from open access by any governing authority or its representatives (boards of trustees, library directors, boards of education, principals, etc.).

CE: Continuing education.

CEU: Continuing Education Unit. A term applied to adult education.

Challenge: A formal written complaint filed with the library questioning the presence and/or appropriateness of specific material.

Circulation: The activity of a library in lending books and other materials to borrowers and keeping a record of such loans.

Classification: A systematic scheme for the arrangement of books and other material according to subject or form. The two most common systems in use in the United States are the Dewey Decimal and the Library of Congress classification systems.

Collection: A group of library materials having a common characteristic, such as Juvenile Collection, Reference Collection, Pamphlet Collection, etc. This term may also refer to the library's entire holdings.

Collection Management: A term encompassing the numerous activities related to the development of a library's collection including the determination and coordination of selection policy, assessment of the needs of users and potential users, collection use studies, collection evaluation and maintenance, weeding, etc. This is a dynamic and ongoing process guided by policies reflecting existing and potential library/community interaction.

Comcat: (Computer Output Microform Catalog): A computer-produced library catalog in microform format, usually microfiche or microfilm.

Complaint: In intellectual freedom cases, an oral charge against the presence and/or appropriateness of material in the collection. Complainants are usually requested to file a written form, such as the citizen's request for reconsideration or some similar form.

Consortium: A formal or informal association of libraries or other organizations having the same or interrelated objectives.

Continuing Education: Opportunities provided personnel for personal improvement and growth in their profession.

Cooperative Acquisitions: A policy adopted by two or more libraries by which library materials purchased by one library are used by another, thereby avoiding the duplicate purchase of certain expensive or specialized materials.

Cooperative Cataloging: A policy adopted by two or more libraries by which catalog information produced by one library is used by another.

Database: Files of bibliographic or other information, usually on magnetic tape or disk, for computer processing.

Data Processing: The systematic manipulation of data by a machine resulting in a desired arrangement of information.

Deposit Collection: A location where library materials may be placed for the use of a special group not otherwise regularly served by a library. Such locations may include nursing homes, hospitals, post offices in rural areas, and so on.

Discard: An item officially withdrawn from the library collection because it is no longer needed or is unfit for use (see also weeding).

ECIA: Education Consolidation and Improvement Act.

Electronic Mail: The sending of messages from one location to another using computers and electronic communications channels.

ESEA: Elementary and Secondary Education Act.

ESSIA. Elementary and Secondary School Improvement Amendments.

Federation: A group of public libraries working together to provide a broader range of resources and services than individual libraries can offer alone. It may be a single or multi-county system with an advisory board made up of a representative from each participating unit. The librarian of a federation headquarters library serves as a non-voting member of the advisory board. Each local library board retains control over local aspects of its library's services.

FOLUSA: Friends of Libraries-USA

Friends of the Library: Groups who organize officially to assist and promote the library.

FTE: Full-time equivalent. A measure used in personnel work to indicate full-time equivalency, for example, the number of full-time workers who would be employed if all part-time positions were added together.

FY: Indicated fiscal year.

General Obligation Bonds: Bonds which are to be repaid from taxes and other general revenue.

Goal: In planning, a broad and unspecific general statement of a desired or future condition which flows from the mission statement.

Hardware: The physical equipment in a data processing system.

HEA: Higher Education Act.

Holdings: All materials owned by a library.

I & R: Information and referral services.

IBM: International Business Machines, Inc.

ICLIS: Intermountain Community Learning and Information Services.

ILL: Interlibrary loan.

Information Retrieval: Methods of retrieval vary from a simple index or catalog to some kind of punched card or microfilm record that requires equipment for mechanically selecting the material required.

Input Measure: A measurement of the library's resources such as staffing, materials, funding, etc.

Institutional Library: A library within a prison, hospital, rehabilitation center or similar institution serving the library needs of its residents.

Intellectual Freedom: The right of any person to free expression and free access to ideas.

Interlibrary Cooperation: Two or more libraries agree to share library materials, staff, or facilities in an attempt to improve each individual library's services.

Interlibrary Loan (ILL): The transaction in which library materials are loaned from one library to another library for the use of a patron.

Internet: National network of networks for high speed data transmission.

ISBN: International Standard Book Number. A unique numerical identifier for each book or monograph publication.

ISSN: International Standard Serial Number. A unique numerical identifier for each serial publication.

J: Juvenile collection.

Jobber: A company that sells products from many producers and publishers.

LC: Library of Congress.

LCCN: Library of Congress cataloging number.

Library Board: See Board of Trustees.

Library Services and Construction Act (LSCA): A federal program which provides funds to states to extend and improve library services to areas without such services or with inadequate services; to make library services more accessible to persons who, by reason of distance, residence, language, physical disability, or other disadvantage, are unable to receive the benefits of library services regularly made available to the public; to strengthen metropolitan public libraries which serve as national or regional resource centers; and to improve regional, state, or interstate cooperative library networks for the systematic and effective coordination of the resources of school, public, academic, and special libraries and special information centers.

LJ: Library Journal, a trade publication for all interested in libraries.

LSA: Library Services Act.

LSCA: See Library Services and Construction Act.

MARC: Machine Readable Cataloging. A standard format for computer data about library materials, originated by the Library of Congress.
Master's Degree in Library Science (MS, MA, MLS, MSLS): Advanced degrees in library science.

METNET: Montana Educational Telecommunications Network.

Microfiche: Single sheets, ranging in size from 3x5 to 8x6 inches, containing many micro-images arranged in a grid. "Fiche" means "card" in French.

Microfilm: A collective term for various formats in which materials are reproduced in smaller size by microphotography. Requires a special reader to enlarge for use or a reader-printer for making a paper copy.

Mission Statement: In planning, a statement declaring the library's purpose for existence and its service priorities.

MLA: Montana Library Association.

MLS: Master's degree in library science.

Modem: A device which allows two computers to exchange information via telephone lines.

Montana Union Catalog (Moncat): A compilation of the holdings of Montana libraries which have been entered into the Western Library Network.

Multitype Library Cooperation: A means of mobilizing total library resources to meet the needs of the user without regard to the type of library involved and without classifying the user as a public, school, academic, or special library patron. The goal is to help all library users make more effective use of all library resources and services related to education, work, and recreation needs.

NCLIS: National Commission on Libraries and Information Science, headquartered in Washington, D.C.

NDEA: National Defense Education Act.

NEH: National Endowment for the Humanities.

NLS: National Library Service for the Blind and Physically Handicapped, a division of the Library of Congress.

Nonresident: A person who does not reside within the political unit which supports the library; a non-resident card is usually issued to such people who wish to use the library. Obtaining the card may involve payment of a fee.

NREN: National Research and Education Network. See Internet.

Objective: In planning, a statement describing a single, specific measurable result to be achieved within a specified time period in order to move closer to achieving a goal.

OCLC: Online Computer Library Center. The first and largest of the online bibliographic utilities. It began as a shared cataloging system, maintaining a common database.

On-Line Retrieval: The use by patron or library staff of a computer terminal for obtaining information directly from a computer data base.

On-Line System: A system by which the terminals and other data collection and displaying devices are connected directly to the computer, enabling immediate and constant access to the data base.

OPI: Office of Public Instruction.

OSI: Open Systems Interconnection.

Output Measure: A measure which assesses a common public library service such as circulation or reference transactions.

Outreach: Programs and activities that extend beyond the library building. Examples include service to nursing homes, bookmobile service and books-by-mail service to the geographically remote, and service to the homebound.

PAC: Public Access Catalog, a user-friendly terminal, either touch or keyboard, that permits patron access to an electronic catalog.

Page: A library assistant who shelves books and does other routine work.

Patron: A library user.

PC: Personal computer.

Periodical: A magazine, newspaper, or other material issued at intervals. Each issue is numbered consecutively and/or dated.

PLA: Public Library Association, part of ALA.

PNLA: Pacific Northwest Library Association, a regional organization.

Policy: A written statement passed by formal motion of the board of trustees which gives general guidelines for making decisions in the administration of the library.

Processing: Preparing books and other materials for use by the public. May include cataloging, providing book cards and book covers, etc.

Public Relations: The promotion of good will and rapport.

Public Library: A library supported mainly by local taxes and open to all users.

Realia: Animals, art objects, games, paintings, toys, and similar items circulated by some libraries.

Reciprocal Borrowing: An arrangement among libraries or among political subdivisions which makes it possible for a person registered at one library to borrow materials from another library in person.

Reference Collection: Library holdings that provide research information, factual and statistical data, and bibliographic verification sources not available for general loan, e.g., indexes and abstracts, dictionaries, yearbooks, statistical compendia, union catalogs, bibliographies, and directories.

Reference Service: A library's activity in seeking to locate and supply specific information requested by library users and in assisting patrons to use the resources of the library.

Resource Sharing: An activity between or among libraries that results in the users of one library accessing the materials of another library.

RFP: A request for proposal.

Role: A shorthand profile of what a library is trying to do, who the library is trying to serve and what resources the library needs to achieve these ends.

Serials: Publications that are issued regularly in sequence, such as magazines, journals, and newsletters. These publications carry serial numbers indicating volume and issue number.

Shelf List: A file, usually on cards, of books owned by the library arranged in the same order as the books appear on the shelf, that is, by classification number.

SNI: Standard Network Interconnection.

Software: The programs required in order for the computer to produce desired results.

Special Library: A library which serves a special purpose or clientele, maintained by an association, government service, research institution, learned society, professional association, museum, business firm, industrial enterprise, Chamber of Commerce, or other organized group, the greater part of whose collection is in a specific field or subject.

Standards for Libraries: Guidelines or criteria developed at state and national levels suggesting or requiring certain minimal standards deemed essential for proper operations of libraries.

State Plan: A long-range plan for library programs that must be submitted by a state before it can receive federal grants under the Library Services and Construction Act.

Talking Book: A book which has been recorded, on record or tape, for use by blind or physically-handicapped persons.

TDD: Telecommunications Device for the Deaf.

Technical Services: Those services connected with purchasing, cataloging, binding, and preparing for library use materials added to a collection, and maintaining the collection with necessary repairs and renovation of all library materials.

Telecommunications: Transmission and reception of data by electromagnetic means.

Union Catalog: A catalog listing the holdings of two or more libraries, generally established through cooperative effort; used especially for interlibrary loans.

VCR: Video Cassette Recorder.

Vendor: A commercial or institutional distributor of products, a book wholesaler, or an owner of a computer data base to which a library may subscribe.

Vertical File: A collection of pamphlets, clippings, and/or pictures kept in a filing cabinet and arranged for ready reference, generally by subject. Also called Pamphlet File or Information File.

Videotext: A system that enables viewers to call up a variety of information from a computer data base onto their television screen. Viewers interact with the computer using a typewriter-like keyboard attached to their television set, which is connected to the computer over telephone lines.

Weeding: The selecting of library materials from the collection to be discarded or transferred to storage, based on standards of use, currency, and community needs.

WHCLIS: White House Conferences on Libraries and Information Services, held in 1979 and 1991.

WICHE: Western Interstate Commission for Higher Education.

WLN: An interlibrary loan and computer network offering a variety of automated library services through four systems: bibliographic, acquisitions/accounting, circulation, and serials control. A user can determine cataloging information as well as the location of a book for interlibrary loan purposes. WLN has member libraries from the states of Washington, Idaho, Montana, Oregon, and Alaska and has opened membership to libraries of other states.

YA: Refers to young adults, that is, young people roughly between the ages of 12 and 21 (definition may vary from library to library).

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MONTANA
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SELECTED BIBLIOGRAPHY

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